



PMI Japan Chapter

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PMI Japan Chapter Annual Report 2025



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 principles.

It is a global organization with more than 770,000 members worldwide and 300 chapters in about 100 countries as of December 31, 2025.

PMI standards such as PMBOK® Guide are widely supported by professionals around the world. PMI also offers a series of certifications, including PMP®, and has 1.65 million PMP®-certified professionals worldwide. It provides opportunities for capacity building through a variety of events, seminars, and e-learning courses, as well as research and analysis of global trends and proactive information dissemination. In addition, through its multifaceted activities, it continues to provide value by increasing understanding of and interest in project management, encouraging professional growth, and contributing 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 places where participants can meet new professionals, network and share their knowledge and experience.

About PMI Japan Chapter

PMI, Inc.'s chapter in Japan was first established in 1998 as PMI Tokyo Chapter. Subsequently, in 2009, it established the organizational foundation as a general incorporated association and was renamed to "PMI Japan Chapter." We have entered into an agreement with PMI, Inc. to share its philosophy and develop activities in accordance with its policies and regulations and are authorized to call ourselves PMI Japan Chapter.

We receive a variety of support and guidance from PMI, Inc., including membership management, and work to develop and promote project management through interaction with chapters around the world. By the end of 2025, PMI Japan Chapter had grown to over 7,480 members, an increase of 960 from the end of the previous year. 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. We also communicate information to 16,900 PMI members and 53,000 PMP®-certified and other qualified professionals in Japan. PMI Japan Chapter also holds numerous events with the support of member volunteers and corporate sponsors. PMI Japan Chapter has established a unique management style that is not found in other chapters. 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. Furthermore, the chapter recently established several open-communities that are open to not only chapter members but also to non-chapter members. This has expanded the boundaries of PMI Japan Chapter's activities by communicating with people from various backgrounds.

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

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Message from the President

The membership of PMI Japan Chapter reached 7,480, recording an unprecedented annual growth of 960 at the end of 2025. I would like to express my sincere gratitude to our members who participated in our chapter activities, corporate sponsors for their continuous support, and to all the stakeholders. I believe that this result is proof that the positioning of project management in Japan has reached a new level. In 2025, we were able to enhance our chapter activities and events more than ever before.

In addition to the PMI Japan Forum and PMI Japan Festa, the PM Award has become one of the three major events of PMI Japan Chapter. 1,400 people voted for the Best Project Awards of PM Award 2025. We also had many participants in our PMBOK® In-depth Seminars, Standard Seminars explaining PMI standards, monthly seminars with a variety of speakers (to be renamed Discovery Seminars in FY2026), and regional seminars held in six locations across Japan. The Chubu Branch 10th Anniversary Seminar and the Kansai Branch 15th Anniversary PM Wakuwaku Festival were opportunities to demonstrate the autonomous, community-based development of both branches, thanks to the efforts of many people.

Furthermore, in addition to the study group, we were able to stimulate discussion on project management from multiple perspectives through open-community activities involving non-members. Committee activities were also expanded, and with the active participation of many member volunteers, we successfully held a variety of events, disseminated information, and strengthened cooperation with other organizations.

The measures for attracting younger chapter members that we have focused on in recent years have also taken root, with a sharp increase in members in their 30s or younger and a marked decline in the average age of the chapter members, which had previously continued to rise. The Step-up Project Management Study Group (SG) is gaining momentum through spontaneous activities by young members, and we have high hopes for new developments.

The apparent increase in younger members can also be seen in growing interest of new members in PMP® certification. By the end of 2025, the number of PMP® -certified professionals in Japan had grown significantly to 53,132 (up 4,728 from the previous year), with about half of new members obtaining PMP® certifications within a year. Recognition of and

demand for project management and PMP® in Japan is growing.

On the other hand, PMI proposed a new "definition of project success" that emphasizes value in 2024, and advocated M.O.R.E. as the behavior required of project managers in such an environment, focusing on the development of project managers with an elevated perspective and broad vision. In order to meet the demands of the times, the PMBOK® Guide was revised and published in its 8th edition in 2025.

With its growth, PMI Japan Chapter has entered a phase in which it must fulfill greater responsibilities not only to its members but also to society. I hope to deepen the collaboration with many more people in order to interpret global trends and contribute to the development of Japanese society from the perspective of project management.

PMI Japan Chapter
President, Takeshi Hayama



Photo Gallery 2025



June
Corporate sponsor
liaison meeting
2025.06.24



LM2025 for
Next Generation
Leaders
2025.05.24



Japan Forum 2025
2025.07.12



LM2025
2025.09.06-07





PMI Japan Forum 2025

Dates: July 12 (Sat) - August 31 (Sun), 2025

Theme: Project Transformation - Exploration of Next Generation Project Management

Lecture format: online streaming (real-time, on-demand), some offered onsite

[Keynote speeches and invited speeches] July 12 (Sat) and 13 (Sun)

- Offered onsite: July 12 (Sat), 2025
Venue: Akiba Hall, 5F, FUJISOFT Akiba Plaza
3 Neribeicho, Kanda, Chiyoda-ku, Tokyo 101-0022 Japan
- Real-time streaming: July 12 (Sat) - 13 (Sun), 2025
- On-demand: July 14 (Mon) - August 31 (Sun), 2025

[Chapter societies, sponsors and academic lectures]

- On-demand: July 14 (Mon) - August 31 (Sun), 2025

Number of lectures: 71 sessions in total	
◉ Keynote and invited speeches:	12
◉ Academic lectures:	7
◉ Other lectures:	
Chapter societies	44
Corporate sponsor study groups	2
Sponsor companies	6

The theme of the PMI Japan Forum in 2025 was "Project Transformation - Exploration of Next Generation Project Management."

Following the 2024 event, which was held onsite for the first time in five years, the 2025 Forum was again held in a hybrid format, combining onsite participation with real-time and on-demand streaming. The venue chosen was one of the largest halls in the Akihabara area. Starting with the keynote speech by Mr. Ike Nwankwo, Chairman of the Board of Directors of the PMI, the Forum was again successfully concluded with a wide variety of lectures, including invited speeches from various fields, a wide range of presentations based on rigorous research and enthusiastic discussions by chapter members over the previous year, and presentations on the current status and future of academic research.

[Keynote and Invited Speeches]

Mr. Ike Nwankwo, Chairman of the Board of Directors of PMI, gave the keynote speech titled "Transforming Project Management with Generative AI: Unlocking Productivity and Leadership." This was followed by interesting presentations from 11 Japanese experts on topics such as inclusive design, IT coordinators, business venture, IT investment, AI and mental health care, wellbeing, negative capability, integration of management and IT, global education, and acceptance of change.



[Academic Lectures: On-demand]

The central theme was Project Management (PM)

education for a digital society, and the possibility of autonomous learning support using generative AI and RAG (Retrieval-Augmented Generation) type AI was presented. In addition, practical cases of industry-academia collaboration aimed at local development and solving social issues were also introduced, suggesting the direction of future education that will strengthen AI utilization and social collaboration.

[Chapter Society Lectures: On-demand]

Many lectures in this category presented the latest trends from multiple perspectives, including AI utilization, human capital development, SDGs, and PM case studies in healthcare, government, and education. In addition to Agile and PMO operations, the importance of atypical elements such as Emotional Intelligence (EQ) and human skills was also emphasized, highlighting the commitment to the growth of people and organizations and the creation of social value, including the development of young PMs and regional cooperation.

In addition to the impact of AI technologies, including generative AI, on project management and how they can be used, many presentations focused on the SDGs, emphasizing the importance of project management for a sustainable society. There were also introductions of new tools and methods to support efficient PM practices, such as self-transformation and reskilling of project managers in the DX era, the Business Model Canvas, and AI-enabled tools.

[Sponsor Lectures: On-demand]

The six presentations by the sponsor companies demonstrated the failures caused by the misuse of hybrid project management and the importance of tailoring, talent management to visualize human resource diversity, and the effectiveness of collaboration and business analysis in promoting DX. The lectures also included examples of maintaining results and psychological safety with a four-day workweek, collaboration between R&D

and sales, and PMO improvements, showing the fusion of theory and practice, human resource development, work style reform, and organizational collaboration as keys to the future.

[Scale of Attendance]

As a result of making the on-demand streaming of all the lectures available through August 31, as in the previous year, a total of over 910 people registered to attend.

- Japan Chapter members 451
- Active members 182
- Employees of corporate sponsors 77
- General public 104
- Other board members, auditors, and invited guests

The geographic distribution of the participants by prefecture was similar to that of past years, and although participants from the Kanto area dominated in number, people from Hokkaido to Kyushu area participated in the Forum. In addition, there were overseas participants from three countries (the U.S., India, and Indonesia).

[Evaluation]

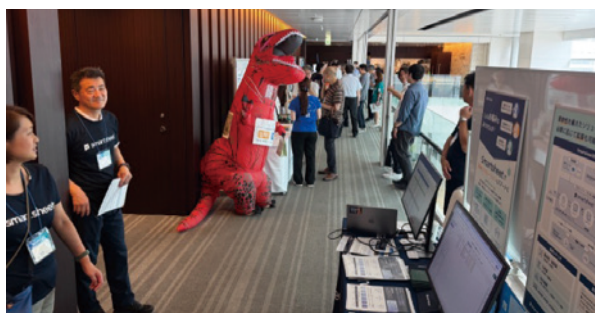
Overall, the Forum received an extremely high rating, with 58.1% of respondents saying it was "very good" and 41.5% saying it was "good," for a total of 99.6%. In particular, the number of respondents who chose "very good" has been gradually increasing since 2021.

[Real-Time Delivery and On-Demand Delivery]

The on-demand streaming service, which began in 2020, has seen an increase in the size of the audience every year. Because of this, the number of people listening via the real-time delivery has been gradually declining, falling to 20% of the total in 2025.

[Exhibition Booths]

For the first time in six years, we revived the Sponsors' Exhibition Booths at the venue, which had ceased after 2019. The lively conversation between the four booth managers and many participants created a nostalgic scene.



[Participants by Age Groups]

The participants have clearly been getting increasingly older.

[Networking Party]

The networking party at the venue was very well received. In 2025, over 150 people attended, more than in the previous year.

[Summary]

Following Festa 2024 in November 2024, Japan Forum 2025 in July 2025 was held at Akiba Plaza near the JR Akihabara Station. While some commented that it was a "suitable venue for the Forum's lectures," there were a few regrets, such as the cramped space around the sponsors' exhibition booths.

We will make our utmost effort to make the event more attractive in 2026, taking into account the opinions of our participants. We appreciate your support.

PMI Japan Festa 2025

Dates: November 22 (Sat) - December 21 (Sat), 2025

Theme: Paving the Way through the Shaky Times with the Power of Projects - Restarting Japanese-style PM and the Challenge to Connect to the World

Lecture format: Online streaming

10 lectures in total

- (i) Onsite and real-time streaming November 22 (Sat) Five lectures
- (ii) Real-time streaming November 23 (Sun) Five lectures
- (iii) On-demand November 24 (Mon) - December 31 (Wed)

For the 17th PMI Japan Festa, the theme was "Paving the Way through the Shaky Times with the Power of Projects - Restarting Japanese-style PM and the Challenge to

Connect to the World." What is required today is the ability to see change as an opportunity and turn it into outcomes. To this end, it is important to have leaders

Highlights of 2025

who think together, engage in dialogue, and continually search for optimal solutions. That will become the power to restart the cooperative spirit of Japanese-style PM and spread it around the world.

In 2025, the first day was held in hybrid format, combining onsite and online options, so that participants could benefit from both. Lectures by the Best Project Award winners in the small & medium-sized organizations and the large organizations categories from the PM Award 2025 have become customary, and 10 leaders from various fields took the stage. The event was a great success.

A total of 367 people participated in the lectures for the entire event from November 22 to December 21. The audience came from 28 prefectures throughout Japan, and some participants were U.S. residents.

[Operational Ingenuity]

This year, we again received positive feedback for graphic recordings, our video produced by the seminar program, and the planning and management activities.



[Collaboration with Other Chapter Societies of PMI Japan Chapter]

As in 2024, Festa collaborated with the PM Award again

in 2025 and the winners of the Best Project Award in the two PM Award categories (the small & medium-sized organization and large organization categories) presented their projects.

[Networking Party]

After the five lectures on the first day, a networking party was held, and the lecturers joined us for a pleasant conversation.

[Feedback from the Audience, Characteristics of the Audience Areas, etc.]

The evaluation results show that the sum of “very good” and “good” response from the audience exceeded 98%, indicating the Festa was very well received, as in previous years.

Comments received:

- I was thrilled to listen to the lectures. Thank you very much.
- Many real-world examples were shared, and it was great to hear about non-IT sectors/industries.
- All of the lectures were very informative. I was particularly impressed by the young people's willingness to take on new challenges.
- I am always stimulated by the trends of the times.

[Summary]

Following 2024, the 2025 Japan Festa was the second event to be held onsite after the pandemic, and the staff members all acquired the skills for a smooth operation in the hybrid format, including online streaming. In addition, several new young staff members joined this year, and their participation made the volunteer activities more energetic. Please look forward to PMI Japan Festa 2026.

PM Award 2025

The PM Award was established in 2021 in cooperation with PMI to recognize outstanding projects carried out by Japanese organizations based in Japan that can contribute to creating the future. Many projects that are changing society are taking place around the world, and PMI and many other organizations overseas have established awards programs to recognize organizations that are implementing a variety of excellent projects and project management practices. PMI Japan Chapter also administers PM Award with the cooperation of PMI.

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

In 2025 as well, applications were accepted in two

categories, the small & medium-sized organization and large organization categories, and eight projects were selected as finalists from all applicants. In addition, 1,855 people registered to watch the finalist pitches, and approximately 1,400 people participated in voting in both categories. The award ceremony and commemorative party were attended by many people representing the award-winning organizations and sponsor organizations.

At the awards ceremony, the Best Project Award was given to two organizations, the Outstanding Project Award to eight organizations, the Special Award to four organizations, and the Encouragement Award to two organizations.

Award-winning projects organizations in "PM Award 2025" Small & medium-sized organization category

Award Names	Awarded Projects	Awarded Organizations
Best Project Award	en.to: a residential exchange hub project that cultivates relationships and connects the region and people	en.to
Outstanding Project Award Special Award [Persol Research and Consulting Co., Ltd. Well-being Award]	PACIFICO Sustainable Web Design - Design Implementation Project for Both Environmental Consideration and DX	PACIFICO Yokohama (Pacific Convention Plaza Yokohama)
Outstanding Project Award	Realization of an inclusive society through co-creation in Shibuya Font and local fonts	General Incorporated Association SHIBUYA FONT
Outstanding Project Award Special Award [Okayama University SDG Innovation Award]	PP&M Forum: Community of Practice for Co-creation and Learning Connecting the Pharmaceutical Industry	PP&M (Project Planning & Management) Forum

Award-winning projects and organizations in "PM Award 2025" Large organization category

Award Names	Awarded Projects	Awarded Organizations
Best Project Award	Establishment of Institute of Science Tokyo by integrating Tokyo Medical and Dental University and Tokyo Institute of Technology	Institute of Science Tokyo
Outstanding Project Award	Yoshikei Kitchen!, a meal kit delivery service for social welfare facilities Evolution of menu development that meets the needs from the welfare industry	Yoshikei Development
Outstanding Project Award Special Award [PMI Asia Pacific Award]	DX Literacy Education and Mindset-fostering Project	Sumitomo Heavy Industries, Ltd.
Outstanding Project Award Special Award [ITI Innovation Award]	Next-generation Energy Storage System Development Project to Support the Use of Renewable Energy and Realize a Safe, Comfortable, and Prosperous Society	PP&M (Project Planning & Management) Forum

Award-winning projects, companies and organizations in "PM Award 2025" Encouragement Award

Award Names	Awarded Projects	Awarded Organizations
Encouragement Award	Students Meet Internationally through Language Education SMILE Project	Workshop Initiative for Language Learning
Encouragement Award	Co-Creation Project and Student Collaboration Project - Industry-Academia-Government Collaboration + Project Management to Create New Value for Four Local Medium-sized Companies in Hiroshima	Eikei University of Hiroshima

We would like to thank once again everyone involved for their support and cooperation, including the volunteers who ran the event, in bringing PM Award 2025 to a successful conclusion. We will continue to improve the operation while making it an initiative that attracts more

participants and contributes to raising public awareness of project management more broadly.

Highlights of 2025

Report on Overseas Events

Ryota Inaba, PMI Japan Chapter Director

In 2025, many members of the Board of Directors, the Secretariat staff, and active members of the Executive Planning Committees of PMI Japan Chapter participated in events hosted by PMI and by chapters in the PMI Northeast Asia (R9) region to gain insight into trends in their respective countries. In addition, PMI Japan Chapter has been actively communicating its activities, such as hosting the R9 Meeting in Japan and speaking at the PMI AP/SA-LIM and has deepened its ties with chapters in other countries.

The events in these countries focused on AI, agility, sustainability, and other issues, discussing trends that are changing the world and the skills and challenges that project management personnel need to acquire.

PMI Japan Chapter will continue to incorporate the latest trends and knowledge gained from overseas events to further stimulate our chapter activities.

Region 9 Meeting

Shigeki Aso, Vice President, PMI Japan Chapter

PMI is a huge organization with approximately 770,000 members worldwide, so it is operated on a regional basis for operational purposes. PMI Japan Chapter belongs to Region 9 (Northeast Asia: Japan Chapter, Korea Chapter, Taiwan Chapter, Hong Kong Chapter, and Mongolia Chapter) in the Asia Pacific block.

Each year, several directors from each chapter gather for a 1.5-day weekend meeting, on a rotating basis, to share the PMI's management policy, introduce measures of each chapter based on PMI policy, and share operational issues. This year it was held in Japan (Himeji, Hyogo Prefecture) on March 15 and 16, 2025.

In order to achieve the PMI's basic policy, "We maximize project success to elevate our world," directors of each chapter formed mixed teams to discuss and present three times with different team members based on the M.O.R.E. (M: Manage perceptions, O: Own success, R: Relentlessly reassess project parameters, and E: Expand perspective), presented in 2025. I feel that Japanese companies are also accelerating their global expansion. I hope to strengthen the network established among the members, 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.

Region 9 PM Case Competition

Masahiro Inoue, Director, PMI Japan Chapter

PMI Japan Chapter participated in the Student Project Management Case Competition of PMI Region 9. The final

round that was held in Taichung, Taiwan in June 2025, brought together the teams representing Hong Kong, Taiwan, South Korea, Mongolia, and Japan. The Japan team that won the qualifying round of Japan belonged to Ritsumeikan Asia Pacific University and was characterized by a highly diverse composition of international students. Their application for the competition that involved other engineering universities and technical colleges in Kyushu, covered the whole process from project planning to prototype development. The appropriate use of project management methods and teamwork were highly evaluated and won the first prize in the international final in Taichung.



PMI Global Summit Asia Pacific 2025

Keiichiro Kaneko, Director, PMI Japan Chapter

From June 24 to 26, 2025, I participated in the PMI Global Summit Asia Pacific 2025 held in Manila, the Philippines, together with President Hayama. More than 350 people from 35 countries gathered to experience the scale of the first Global Summit in Asia under the theme "Gather together. Grow together. Guide the future." In particular, the scale of the economies and population growth in the fast-growing Asian region and the expectations for the younger generation were emphasized, and I was able to experience firsthand the energy of the region. In addition, M.O.R.E., a perspective to realize a new definition of project success "that stakeholders evaluate the project as being worth the effort and expense," was explained, reiterating the importance of providing value to stakeholders.

The next summit is scheduled for June 10 and 11, 2026, in Seoul, Korea. Please consider participating.

AP-SA LIM (Asia Pacific-South Asia Leadership Institute Meeting) 2025

Keiko Sakagami, Director, PMI Japan Chapter

AP-SA-LIM is an event that brings together mainly the directors and 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 redefine project success based on the PMI survey, and share M.O.R.E.

which maximizes project value as part of the PMI Next initiatives among chapter leaders. This is an important concept for PMs to create value in today's rapidly changing world.

PMI Japan Chapter made two presentations. One was on the current status of the Japan Chapter's membership growth, measures, and innovations. The other was about manga production and utilization at PMI Japan Chapter. In particular, the use of manga was of great interest to fellow participants, who proactively asked questions.

PMI Japan Chapter will gain knowledge and networks through LIM to make our activities even better.

Mongolia Chapter Congress

Shigeki Aso, Vice President, PMI Japan Chapter

The PMI Mongolia Chapter 10th Annual Conference was held on October 15, 2025. I was privileged to participate on behalf of PMI Japan Chapter. Although the lowest temperature was already -20 degrees Celsius at that time of year (the highest temperature is also below freezing, making it the coldest capital city in the world), the nearly 500 participants were mostly young and enthusiastic about the event. About 70% of them were women,

A distinctive feature of the event was the structure that alternated between keynote speeches and panel discussions on the same theme. Many of the themes focused on issues facing Mongolia, and my impression was that many of the participants took their patriotism and the future of their country seriously, giving me a sense of the momentum of a country that is currently in a growth phase. The panelists also included a company CEO, the State Minister of Finance, and the CEO of a financial institution, making me keenly aware of the situation in which PM is the driving force behind the country's development. I would like to incorporate what I felt will be helpful for the next generation of Japan and contribute to developing PMI Japan Chapter's activities.

Taiwan Chapter Congress

Etsuko Mizui, Director, PMI Japan Chapter

I participated in the PMI Taiwan Chapter Congress held in Taipei from November 8 to 9, 2025. This event, titled "Leading the New Future of Project Value Chains," was held under the themes of AI, sustainability, and cross-domain innovations.

This year's event was held concurrently with the launch of the Taiwan Chapter's Student Club, and it was impressive to see the large number of university students among more than 400 participants. In addition, a panel discussion by young executives, "Product Development and Project Management in the AI Era," shared challenges in realizing efficiency and value delivery through AI utilization. Similar themes have been discussed in Japan, and I hope to further strengthen

cooperation with neighboring chapters to create opportunities for mutual learning and better awareness and collaboration.

Hong Kong Chapter Project Management Congress

Takeshi Hayama, President, PMI Japan Chapter

On November 15, 2025, PMI HK Asia Pacific Project Management Congress 2025 was held at the Charles K. Kao Auditorium in the Hong Kong Science Park. Although I have had opportunities to interact with Hong Kong Chapter staff in the past, meeting many of the people who support the Hong Kong Chapter there has revealed many things that I had not seen before.

AI utilization was the main topic of discussion, but there were multifaceted discussions on how to apply new technologies to business. The content of the lectures showed that finance is a major industry in Hong Kong; for example, there was a panel on a project to introduce Stable Coin. The vitality and leadership of the younger generation were also remarkable, and I sensed not only their strong will for autonomous career development, but also the harshness of the social environment that compels them to do so.

Global Summit 2025

Shingo Fujii, PMI Japan Chapter Director

PMI Global Summit 2025 was held in November in Phoenix, USA, and brought together a diverse group of project management professionals from around the world. This year, under the theme of "More Together," initiatives to enhance value creation as a community came to the forefront, including the progress of the PMI NEXT strategy, a new way of looking at project success (MORE framework), and strengthening next-generation practical skills based on the collaboration with AI. In particular, the strong message that volunteers are the driving force behind PMI led to the sharing of results and promotion of collaboration in chapter activities around the globe, and in the area of AI utilization, examples of PMI Infinity and AI education program implementation were presented. Furthermore, from the perspective of social value creation and sustainability, many excellent examples of projects that support local communities, support education, and solve social issues were shared. That strengthened the Summit's role as a place to learn from and connect with each other.

In addition, amid the "regeneration and transformation" symbolized by Phoenix, the sessions celebrating the contributions of volunteers, discussions on successful projects using the MORE framework, and sharing of the latest initiatives, including Infinity and AI learning, emphasized the valuable opportunity to experience firsthand the world's practices and to learn and discuss from the same perspective as the international community.

Highlights of 2025

Human Library for Students

Etsuko Mizui, Director, PMI Japan Chapter

As part of its project management dissemination activities, the Academic Committee tried out a new initiative called "Human Library" for university students. Human Library is an activity that, by seeing people as books and lending them to participants who are readers, aims to share the experiences and thoughts of the "Human Book," and deepen mutual understanding. This time, we planned two events, inviting young project managers as Human Books and introducing participants to the importance of project management and the career of a project manager.

The first was held in Tokyo in collaboration with companies,

and the second in Fukuoka in collaboration with universities. A total of 52 students participated, and 12 Human Books told their stories. Each event consisted of four 30-minute sessions with around four readers gathering for each Human Book. The event was highly satisfying for the participating students. Although they were puzzled by the differences from regular job-hunting events, their interest in project management and project managers as a profession increased. The Committee will continue its efforts to educate and promote the development of project management personnel, which is feared to be in short supply in the future.

LM2025 for Next Generation Leaders

Hideyasu Sugihara, Director, PMI Japan Chapter

The Leadership Meeting (LM) among the younger generation has been held since FY2024 to discuss the direction of PMI and PMI Japan Chapter and to develop leadership. Continuing from the first year, the half-day event was held at Shibuya SOLASTA and was attended by 25 people. Ms. Yolanda Kim of PMI Asia Pacific gave the keynote speech, explaining the activity plans in Asian countries and the activities of young PMs. After the speech, there were many questions, and we sensed a high level of interest in PMI's strategies and examples of activities in Asian countries. In the workshop that followed, two themes, "Let's gather opinions of the next generation PMs and deliver them to PMI Japan

Chapter" and "Let's think of ideas to evolve the study group and community," were discussed using brainstorming, affinity diagrams, and KPT methods, and four groups presented their ideas. The valuable ideas presented will be used to make improvements in 2026.

The evening reception was held at a popular yakiniku restaurant in Shibuya PARCO. The delicious food and drinks made the event very lively and helped the participants have deep exchanges.

The evaluation results show that more than 90% of the participants gave high marks, saying the event was "very good." We will continue to plan and hold LM, so that everyone can enjoy it in 2026 and beyond.

Chubu Branch 10th Anniversary Event

Tomohiro Okuda, Director, PMI Japan Chapter

The Chubu Branch celebrated a major milestone in 2025, the 10th anniversary of its founding. Over the past 10 years, we have been involved in many activities with the cooperation of many people through seminars and salon-style dialogues focusing on project management, as well as through our efforts to solve regional issues in collaboration with local governments. I would like to take this opportunity to thank you from the bottom of my heart.

To celebrate our 10th anniversary and to provide new information to everyone involved in project management mainly in the Chubu region, we held the Chubu Branch 10th Anniversary Event. It was a grand and meaningful event with a large number of participants.

The following is a summary of the lectures given at the event.

- ◇ Development of the Manned Space System "Kibo" and Success of the Project - From Emergence to Development,

Practice, and Social Implementation

Mr. Hidetaka Tanaka, Part-time Lecturer, Nagoya University

He talked about the four barriers to success, the unique requirements, and the design techniques to meet them, based on the concept that "a project exists to succeed," using the example of the Kibo development project he has been involved in for many years. Space system development may seem a grand and distant world, but I realized that project management lies at the core.

- ◇ Initiatives for Innovation Creation in Aichi Prefecture

Mr. Noriyuki Hiroe, Innovation Planning Section, Innovation Planning Section, Innovation and Business Creation Division, Bureau of Economy and Industry, Aichi Prefectural Government

He introduced examples of initiatives in the Aichi Prefecture

and how they work. In recent years, an increasing number of projects involve phases in which it is difficult for a single company or team to "realize value" on its own. Future management will require organizations and people with diverse knowledge and perspectives to come together and collaborate to create value. The lecture was a reminder of this insight.

◇ Creation of an Autonomous IT Business Venture

- What I Want to Convey as the Founder of an IT Business Venture

Mr. Mamoru Hayashi, CEO,

IT Innovation, Inc.

In his talk about the thoughts at the founding and history of the company, he said that the group has a spirit called "Philosophy of Perpetuity." He also shared with the participants the "important things" from a manager's perspective, based on his experience of overcoming hardships he faced after the company was founded, including the collapse of Lehman Brothers and the pandemic. I deeply sympathized with his words, "Have a heart of endurance and stubbornness," and "Direction, belief, motivation, and endurance are important for people."

Kansai Branch 15th Anniversary.Event - PM Wakuwaku Festival

Wataru Date, Representative, Kansai Branch Administration Committee

The Kansai Branch of PMI Japan Chapter celebrated its 15th anniversary in December 2024. The organization, which was established in December 2009 as the first branch in Japan, has now grown into a large branch with five study groups in addition to the administration committee, crossing the boundaries of fields and affiliations. To commemorate this, we held PM Wakuwaku Festival at MyDome Osaka on October 4, 2025.

Behind the theme of this event, "Wakuwaku (excitement)," was a sense of crisis over the current situation in which PMs tend to be shunned as career because it sounds overly tough. We planned this Festival to share not only the hardships of PMs, but also the joys and rewards of PMs, and to send a future-oriented message from the Kansai area, transcending the boundaries of the three PM organizations.

On the day of the event, we implemented a variety of programs that engaged all five senses. In the morning workshop, facilitated by Mr. Toru Onishi of the PM Practice Study Group, participants engaged in a heated dialogue about "what they would be excited to do together in the PM community." In the networking bingo tournament that followed, the audience was immediately energized by the natural exchange that transcended affiliations and generations through a game of filling in names with self-introductions.

The afternoon keynote speaker was Mr. Hajime Takebayashi from Osaka University. Based on examples from the Osaka-Kansai Expo and large-scale systems, Mr. Takebayashi explained a project from both a "defensive" perspective of returning a negative to zero and an "offensive" perspective of creating a positive from zero. The powerful message, "One proactive step by one PM can lead to the transformation of the entire organization," gave participants the courage to open up the future.

A three-organization panel discussion followed, bringing together representatives from PMI Japan Chapter, the Project Management Association of Japan (PMAJ), and the Society of Project Management (SPM). During the discussion, a new definition of project success, Value > Effort + Expense (providing value for effort and expense), presented in 2024, was introduced. He showed a vision of the future in which the role of PMs should be expanded to include not only compliance with QCD (quality, cost, delivery), but also designing value together with stakeholders and leading the process of its realization.

The networking party after the event provided an opportunity to share the "fun that only PMs can have". After 15 years of history, the Kansai Branch will use this festival as a new starting point to continue expanding its connections beyond the boundaries of generations, organizations, and associations, and to push forward in its quest for project management.

Sharing PMxAI Insights: The event jointly held by AI@Work, PMI Japan Chapter, and PMI

Yahiro Takegami, Deputy Representative, AI@Work

Under the planning and sponsorship of PMI, PMI Japan Chapter held a joint event involving PMI, PMI AP, and a PMI Japan open-community for the first time. With "From Potential to Power" as the theme, the keynote address was

delivered by CPMI expert Kathleen Walch, AI Engagement & Community Director. In addition, four AI@Work leaders shared their hands-on activities and insights. The call for participation, which was sent from PMI to all PMPs and PMI members in Japan, reached its maximum of 100 participants

Highlights of 2025

within 30 minutes of being sent. Seventy-seven percent of the participants were non-chapter members, providing a valuable opportunity for PMI Japan Chapter to reach out to PMs who had limited connection with charter activities. The recording is available on YouTube.

Although the planned visit to Japan by President & CEO Pierre Le Manh was cancelled due to his sudden illness, the fact that his interest in the activities of PMI Japan Chapter led to the initiation of this project and the approval by CEO gave us an opportunity to reaffirm the value of the activities.

Based on the lecture and collaboration at the PMI Global

Summit 2024, AI@Work has also strengthened global collaboration through www (with worldwide) measures since 2025, and has contributed and gained insights at WW and fostered close collaboration with experts through CPMAI translation volunteers, promoted participation in AI in PPPM public comments. Although Japan account for less than 3% of the world's total PMI-certified professionals, we will continue to contribute to the development of Japan by taking advantage of PMI's insights and opportunities that are open to the world.

PMoA (Project Management of Arts)

Manabu Saito, Director, PMI Japan Chapter

PMoA, a working group of the Marketing and Membership Committee, is an activity aimed at creating new value through research on art projects from a project management

perspective. In FY2025, we accumulated knowledge through awareness-raising activities for members at the Japan Forum and collaboration with cooperating organizations implementing art projects.

Project Management through Games

Keishiro Watanabe, PM Promotion WG Leader, Step-up Project Management Study Group

The PM Promotion WG of Step-u Project Management Study Group held its first event, "Project Management through Games," in November 2025.

For the event, WG members researched and selected games with project management themes in advance and tested playing the games ourselves. In addition, we prepared for the event by considering how to proceed on the day of the event and what to include in the materials in order to ensure that those who attend would learn effectively.

On the day of the event, 21 people (13 participants + 8 staff members) were divided into three groups to play the game.

Instead of simply saying "that was fun," we provided an opportunity for reflection in between the games and let teams discuss the factors of success/failure and similarities/differences with actual projects and the PMBOK® Guide, which led to practical learning.

After the game, we also had a networking mixer, which was a great success!

The participants were not only entry-level PMs, but also many experienced PMs interested in PM promotion activities, indicating the high level of interest in the PM games.

The PM Promotion WG will continue planning and hosting game events and hands-on events for entry-level PMs. Please look forward to our future activities.

Kansai Branch Results Presentation Meeting

Hideyasu Sugihara, Director, PMI Japan Chapter

Every year in December, the Kansai Branch holds a meeting for its members to present the results of their study groups' activities. In 2025, the meeting was held at Nissay Information Technology Co. in Shin-Osaka with presentations by outside organizations such as Society of Project Management (SPM) and PMAJ.

The meeting provides a forum for discussion where the participants can listen to presentations from other research groups with which they have little contact on a regular basis, and where awareness and value creation can be fostered by

the opinions of participants with different values and cultures. It is also intended to publicize the Kansai Branch activities to the general public throughout Japan and to further develop the branch as a place for better exchange.

In 2025, 65 participants (34 of which participated online) engaged in a lively Q&A session and exchange of opinions on the presentations from each study group in the morning and afternoon. After the presentations, a social gathering was held that also served as a year-end party.

<Presentation themes>

"Verification of PM's Leadership (Power Skills) to Break Through Unexpected Events (Unknown Unknowns) and Improvement of Emotional Intelligent Quotient (EQ)!" by PM Practice Study Group, "Bridging BA and PM - Latest Trends of Global Enterprise Architecture" by IT Upstream Process Study Group, "Activities and Deliverables of PMAJ PM Kansai Study Group" by Project Management Association of Japan,

"Review of Past SPM Kansai Chapter Activities" by Society of Project Management, "QOL as a Product - A Modeling Approach to Human-Centered Product Management in the Medical and Nursing Care Domain" by Medical PM Study Group, "Introduction and Demonstration of Recent Topics Related to Generative AI" by Quantitative PM Study Group, "Creation Study Group Live: Let's Enjoy Dialogue Again This Year" by PM Creation Study Group

The Issue Articulation Workshop for NPOs Calling for Pro Bono Services for the First Time

Ryota Inaba, PMI Japan Director, Chapter

PMI Japan Chapter hosted the "Requirement Elicitation Workshop for NPOs Calling for Pro Bono Services for the First Time," with the support of Service Grant, a certified NPO.

This was a workshop in which PMI Japan Chapter volunteers, who are experts in defining scopes and requirements, provide assistance to NPOs (nonprofit organizations working to solve social issues) that wish to recruit pro bono (volunteers with specialized skills) but are experiencing challenges in properly articulating their requirement details.

At this event, the chapter volunteers completed articulating those NPOs' needs for pro bono to achieve their goals in a short period of time through an online pre-briefing and an in-person workshop. The NPOs needs were fleshed out, the

scope defined and finally completed in the form of a letter calling for applications from those offering pro bono services. Fourteen PMI Japan Chapter members participated in the event and prepared deliverables while conducting interviews with three NPOs. As a result, we received words of appreciation from each organization and many enthusiastic comments from the chapter members who participated in the event.

This event aimed to contribute to SDGs Goal 8: Decent Work and Economic Growth and Goal 17: Partnerships for the Goals. Not only were the project management skills developed in their daily work useful for solving social issues, but it also provided an opportunity to expand the career possibilities of the participants themselves.

Step-up Project Management Study Group

Koji Morita, Vice President, PMI Japan Chapter

PMI Japan Chapter launched Step-up Project Management Study Group in 2025.

This study group was established with the mission of "creating a safe environment for novices to learn project management for the purpose of promoting it" and "supporting the growth of the younger generation and beginners, guiding them to other study groups, and helping them develop their careers." The group's main target group was those who are new to project management and those who wish to relearn it, and it provides a place to learn basic concepts and how to apply them to actual work in an easy-to-understand manner. Emphasis is placed on dialogue and case study sharing among participants to deepen understanding that will lead to practical application.

In order to broaden the scope of project management and contribute to the creation of a foundation where diverse human resources can play an active role, the following three working groups have begun their activities.

PM Promotion WG

Improving the image of PMs, and implementing promotional activities using familiar games and events

Content WG

Providing contents that make it easier for the younger generation to dive into the world of PM, and conducting research that combines PM with lifestyle and hobbies

Knowledge Sharing WG

Study sessions for obtaining PMP® certification, sharing of success stories, promotion of CAPM certification, PM education for students, and other activities

Mid-Term Three Year Plan

2023-2025 Mid-Term Plan Summary

Koji Morita, PMI Japan Chapter Vice President

2025 was a year of steadily implementing management measures aimed at the sustainable growth of PMI Japan Chapter and enhancement of its social value in accordance with the current mid-term plan. We positioned the enhancement of member value as a key theme and proceeded to make future-oriented investments and create mechanisms in the areas of digital infrastructure, human resource development, international collaboration, and standards promotion.

In terms of digital measures, we have developed an information dissemination infrastructure centered around a new website to create an environment in which chapter societies and study groups can proactively promote their activities, while also enabling individual members to share their insights. This has helped to visualize activities and revitalize the community, laying the groundwork for increased member engagement.

In the area of human resource development, we supported the ongoing development of project management personnel through support for certification acquisition and enhanced learning content. In international collaboration, we supported the launch of the Japanese version of Study Hall, an application for preparing for the PMP examination, and provided support for participants in the Global Summit, thereby promoting the sharing of the latest global insights in Japan.

In addition, as part of standards promotion activities, we provided Japanese versions of various standards and held related seminars regularly, contributing to the increased awareness of these standards in the field and enhancing the value of the PMI brand. Through these measures, we were able to not only deliver short-term results but also steadily strengthen the management base and set up organizational capabilities for growth in the following fiscal year and beyond.

[2026-2028 Mid-Term Plan]

The next mid-term plan for 2026-2028 aims to further expand

the value offering of PMI Japan Chapter by continuing the main measures of the current mid-term plan and adding new ones. This plan was developed in alignment with PMI-NEXT established by the PMI and the regional priority of PMI Asia Pacific, and with the clarification of the role to be played by PMI Japan Chapter.

Our mission is to "enhance the professional capabilities of organizations and individuals through the practice of project management and realize value through project success," and our vision is "a state in which project management is widely recognized as a skill essential to the realization of value." In order to achieve these, we have established the four pillars.

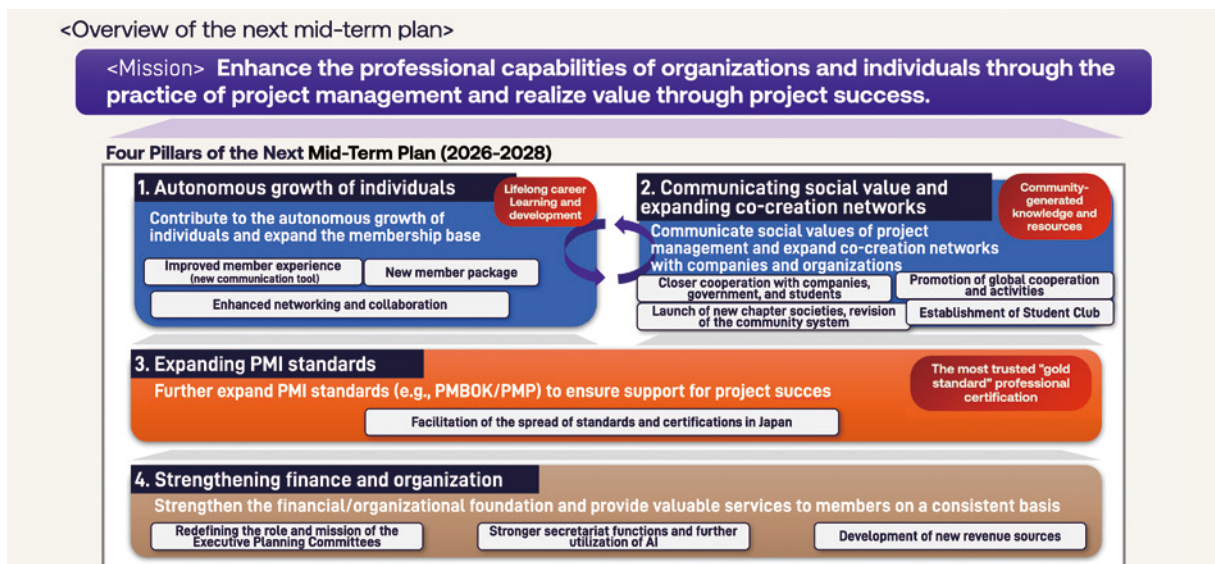
The first pillar is to "contribute to the autonomous growth of individuals and expand the membership base." We support lifelong learning and career development, and promote the creation of a community where members can feel the value of participation through the enhancement of the member experience.

The second pillar is to "communicate social value and expand co-creation networks." We will widely communicate the social significance of project management through strengthening collaboration with companies, government, and students.

The third pillar is to "further expand PMI standards." We will promote the spread of PMBOK® Guide, PMP®, and other standards and certifications in Japan and strengthen their positioning as the "gold standards" in practice.

The fourth pillar is to "strengthen financial and organizational foundations." We will work towards stable and sustainable chapter operation through the development of new revenue sources and enhancement of secretariat functions and utilization of AI.

Through these four pillars, PMI Japan Chapter will enhance value by its members, society, and the organization working together as one, and advance to the next phase of growth.



< Priority measures 1 >

No	Target 1	Target 2	Measures	Status	Responsible Organizers
1-1	Chapter members	Non-Chapter members	Redefining and reviewing the role and mission of the Executive Planning Committees - Separation of AWARD and PMoA - Turning the Academic Committee into community - Strengthening measures for young people, regions, and women - Stakeholder analysis, marketing	New	Mission Committee Program Steering Committee
1-2	Chapter members	—	Launch of new chapter societies and discontinuation of inactive study groups	New	PM Community Vitalization Committee Program Steering Committee
1-3	The Secretariat	—	Strengthening secretariat functions Transferring regular events and seminars (orientation for new chapter members, chapter introduction) to the secretariat, further utilization of AI	New	The Secretariat Marketing and Membership Committee PM Community Vitalization Committee
1-4	Chapter members	Corporate sponsors	Development of new revenue sources (considering new membership) - Corporate services, PMI goods, company visits, factory tours New large events, paid standard seminars, subscription-based seminars, and others	New	Mission Committee Member services Committee Marketing and Membership Committee
1-5	Chapter members	Non-Chapter members	Revision of the community system - Alignment with chapter policies and defined classification	New	PM Community Vitalization Committee Regulation Committee
1-6	Chapter members	Corporate sponsors	Strengthening of networking and collaboration through recreational activities - BBQs, camping, bowling, golf, touring, and others	New	PM Community Vitalization Committee Member services Committee

< Priority measures 2 >

No	Target 1	Target 2	Measures	Status	Responsible Organizers
2-1	Chapter members	Non-Chapter members	Gaining new members and increasing awareness of PMI Japan Chapter through the introduction of a new communication tool	New	Member services Committee
2-2	Chapter members	Non-Chapter members	Development of an orientation package for new members Planning and production of PMI promotional items (e.g., PMI planner for young members) Aim: Increase the number of young members by raising the awareness and favorability of the PMI organization	New	PM Community Vitalization Committee
2-3	Chapter members	The Secretariat	Have regular communication with PMI to deepen understanding of the unique strategies and operations of PMI Japan Chapter and to strengthen cooperation (co-sponsored by other chapters in Region 9)	New	International Cooperation Committee
2-4	Other	Corporate sponsors	Create attraction for both students and companies through their collaboration	New	Marketing and Membership Committee
2-5	Non-Chapter members	Academic Sponsors	Formulation of measures for Student Club	New	Academic
2-6	Active members	Corporate sponsors	Next Generation LM with young representatives from countries in Region 9 Aim: Increase young people's exposure to global events and promote Japan within Asia. Enhance Japan's outreach capability to the world	New	PM Community Vitalization Committee

Membership Benefits

Individual Membership System

➤ Benefits of Individual Membership

The best way to gain and demonstrate a deep understanding of systemized approaches, methodologies, and case studies in project management is by obtaining and maintaining 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

1. Discounts on seminar attendance fees

Members receive discounts on attending the chapter's activities, such as PMI Japan Forum, PMI Japan Festa, monthly seminars, and PMP® exam preparation courses hosted by PMI Japan Chapter. The chapter also issues PDUs and ITC points.

2. Participation in Chapter Societies

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

Outcomes from these committees and study group activities are presented during PMI Japan Forum, which is held in the summer on an annual basis. In 2025, our chapter societies delivered about 44 presentations to talk about the outcomes of their activities. Our corporate sponsor study groups provided 2 sessions, and academic professionals of our academic program delivered 7 presentations. Our forum sponsors provided 6 sessions. All sessions were made available on-demand for just over seven weeks, and many people took part. As of the end of 2025, there are eight

open-communities, communities open to non-members, in operation.

3. Orientation for newcomers

PMI Japan Chapter holds free orientation 3 times a year for new chapter members to explain about PMI, PMI Japan Chapter, and chapter societies. The chapter also held a "Chapter Society Introduction Seminar" twice in 2025 to encourage members to participate in chapter society activities.

4. Discounts on Project Management Books

Project management-related books are 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 PMI membership. Please visit 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.

*Consumption tax will be applied

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 Sponsor 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 a discounted price for books available at 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 promote their business reputation as a corporation dedicated to project management.

➤ 2025 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 only open to employees of our corporate sponsor companies. In 2025, the June and December liaison meetings were held onsite, real-time streaming, and on-demand and the March and September liaison meetings were held real-time streaming and on-demand. The meeting was held four times in March (134 applicants), June (198 applicants), September (147 applicants), and December (176 applicants) of the year, and PMI Japan Chapter issued PDU certificates (2.0 to 2.5 PDUs) to participants free of charge.

Lectures hosted by the corporate sponsor liaison meeting in FY2025	
March	Special Feature: Information on PMI Global Lecture 1: "Report on Participation in PMI® Global Summit 2024" by Mr. Takeshi Hayama/Mr. Hiromi Nakatani/Ms. Keiko Sakagami/Mr. Hideo Ota Lecture 2: "Report on Participation in Three Chapter Events of PMI® Region 9" by Mr. Kazushio Hazama/Mr. Kazuyuki Taniguchi/Mr. Tatsuya Kusakawa/Mr. Hideyasu Sugihara
June	Special Feature: PMO Lecture: "Global PMO Trends - Challenges Facing PMOs Worldwide: Trend for 2025 and beyond" by Mr. Aritoshi Katae
September	Special Feature: "Program Management Standards" 5th Edition Lecture: "Why Is Program Management Needed Now?" by Mr. Henry Kondo/Mr. Ryosuke Sako
December	Special Feature: PM Personnel Development Lecture: "Trends in PM Development As Seen from the Field of PM Training" by Ms. Ako Nakamura

(2) Release of deliverables

In December 2025, the Human Resource Development SG released the Human Power Cards for corporate sponsors and chapter members. The Human Power Cards condenses the wisdom and experience of project

managers, and is a tool for learning, realizing, and discussing the "human skills" necessary for PMs while having fun.

The Case Method SG released the Case Method Practice Guide for corporate sponsors in January 2025.

This is a three-point summary of the case method, which we hope will be useful for actual human resource development in companies and organizations.

(3) Corporate sponsor study groups (SGs)

Corporate sponsor study groups are opportunities exclusively for employees of corporate sponsors to exchange ideas and conduct research across multiple companies on issues common to all companies and matters that need to be addressed. In FY2025, three groups were active with 52 participants from a total of 41 companies, and the results of their activities were presented at the December corporate sponsor liaison meeting. A summary of the activities of these study groups is as follows:

◆ HR development study group

This group focuses on strengthening the human skills that project managers should have, and is studying the human skills (personal competencies) of the Project Management Competency Development Framework (PMCDF).

◆ Young PM development study group

Since its establishment in 2010, this group has been researching how to identify and respond to issues for aspiring or new project managers or have switched to become project managers in their fifth year of employment.

◆ Case method study group

This group believes that the "case method" is effective for in-house PM education and conducts research around the "case method. The "case method" is a learning method practiced around the world as a training method for conducting participant-centered, self-directed learning, in which participants take on the role of a person involved in a case (case study).

Membership Benefits

Academic Sponsor Program

PMI Japan Chapter has registered universities, colleges, 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. A total of 58 educational institutions and organizations were enrolled in the Academic Sponsor Program as of December 31, 2025.

➤ Activities in FY2025

In FY2025, the academic program provided a variety of information on project management and chapter activities and conducted the following activities.

- Providing academic tracks at the Japan Forum (on-demand)
- Organizing a conference among academic sponsors (Hiyoshi Campus, Keio University)
- Compiling and publishing the Project Management Research Report

(i) Providing academic tracks at PMI Japan Forum

In FY2025, we delivered eight sessions and nine lectures on-demand.

(ii) Organizing a conference among academic sponsors

On August 23, 2025, we held a conference among academic sponsors in a face-to-face format for the first time since the pandemic. Under the theme of "Face-to-

Face Deepening Collaboration and Student Engagement," the conference consisted of a multifaceted program that included a report on a survey of PM education at universities and graduate schools, an introduction of PMI Japan Chapter's activities in Japan and overseas, a workshop to experience the latest PM tools, and sharing of future Chapter plans. Through lively Q&A sessions and exchanges that only face-to-face meetings can provide, networking ties among participants were strengthened, and participants seemed highly satisfied with the event. The conference also led to the signing of new academic sponsors, once again confirming the effectiveness of face-to-face meetings in facilitating connection.

(iii) Compiling and publishing the Project Management Research Report

PMI Japan Chapter has been compiling and publishing the results of surveys and research on project management as the Project Management Research Report since FY2021 for audience local and abroad and these have also been referenced globally. In FY2025, the sixth issue is scheduled to be published on J-STAGE at the end of March 2026. Twenty-two publications were received for the sixth issue, and the compilation process was carried out with the help of professors from the academic sponsor schools.

For past issues (No. 1-5), please visit J-STAGE (<https://www.jstage.jst.go.jp/>).

Government Program

The Government Sponsorship Program is a mechanism to provide services to administrative organizations such as municipalities and ministries, similar to the Corporate Sponsors Program. In the public sector, over 180 people participated in the Government Community managed by PMI Japan Chapter. Local government officials from all over Japan also participate in the community. Government sponsors include Fukuyama City, Hiroshima Prefecture, which has been increasingly engaged, and other local governments.

As local governments and ministries take on complex projects such as DX and GX, project management has become essential for their success. PMI Japan Chapter will remain active in our efforts to provide services and support for governments.

Services to Introduce Chapter Activities

For Non-Members | Orientation to Introduce PMI Japan Chapter

The purpose of this activity is to promote new membership by introducing the activities 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 yet to join the chapter.

The activity was planned and organized mainly by the Marketing and Membership Committee, which held orientation sessions online three times in March, June, and September in FY2025. The seminar introduced tips

to use certifications, efficient methods of earning PDUs, and chapter activities as a venue for participants to advance their careers. In the latter half of the session, participants went into small groups for Q&A and exchange of opinions.

In FY2025, a cumulative total of 85 participants attended the seminars. This activity is scheduled to continue in FY2026 in a similar format.

For Corporates | Seminar to Introduce PMI Japan Chapter

This seminar has been held regularly since FY2022 for corporate staff who have shown an interest in the activities of PMI Japan Chapter. The seminar not only introduces PMI Japan Chapter and Corporate Sponsor Program, but also provides information that is useful in practice, such as a modified version of lectures that were well received at the corporate sponsor liaison meetings. In FY2025, the seminar was held online on February 27, and 49 corporate staff members registered.

On the day of the event, the attendees watched pre-recorded presentations on the theme of "Introducing the Japan Chapter's AI Initiatives," including two talks titled "Practical Methods for Extracting Value from AI Implementation Projects" and "Current Status and Challenges of Applying AI Technology to Project Management," as well as reports on study group activities from corporate sponsors.

For Chapter Members | Orientation for New Chapter Members

For those who are new to PMI Japan Chapter and are not familiar with how to make the most use of the benefits from the chapter membership, we hold new chapter member orientation sessions three times a year.

Each session consists of a 1-hour introduction to (1) PMI, (2) PMI Japan Chapter, and (3) the activities of various chapter societies. The participants receive a

certificate of attendance and 1 PDU. For those interested in learning more about the activities of various chapter societies, we offer individual explanation (networking) via Zoom breakout sessions and provide opportunities to communicate with senior chapter members. These sessions are free of charge, so please feel free to join in the future.

For Chapter Members | Chapter Society Introduction Seminars

For current PMI Japan Chapter members who are unsure how to benefit from the chapter membership effectively and members interested in the chapter societies but hesitant to participate, the chapter offers introduction seminars.

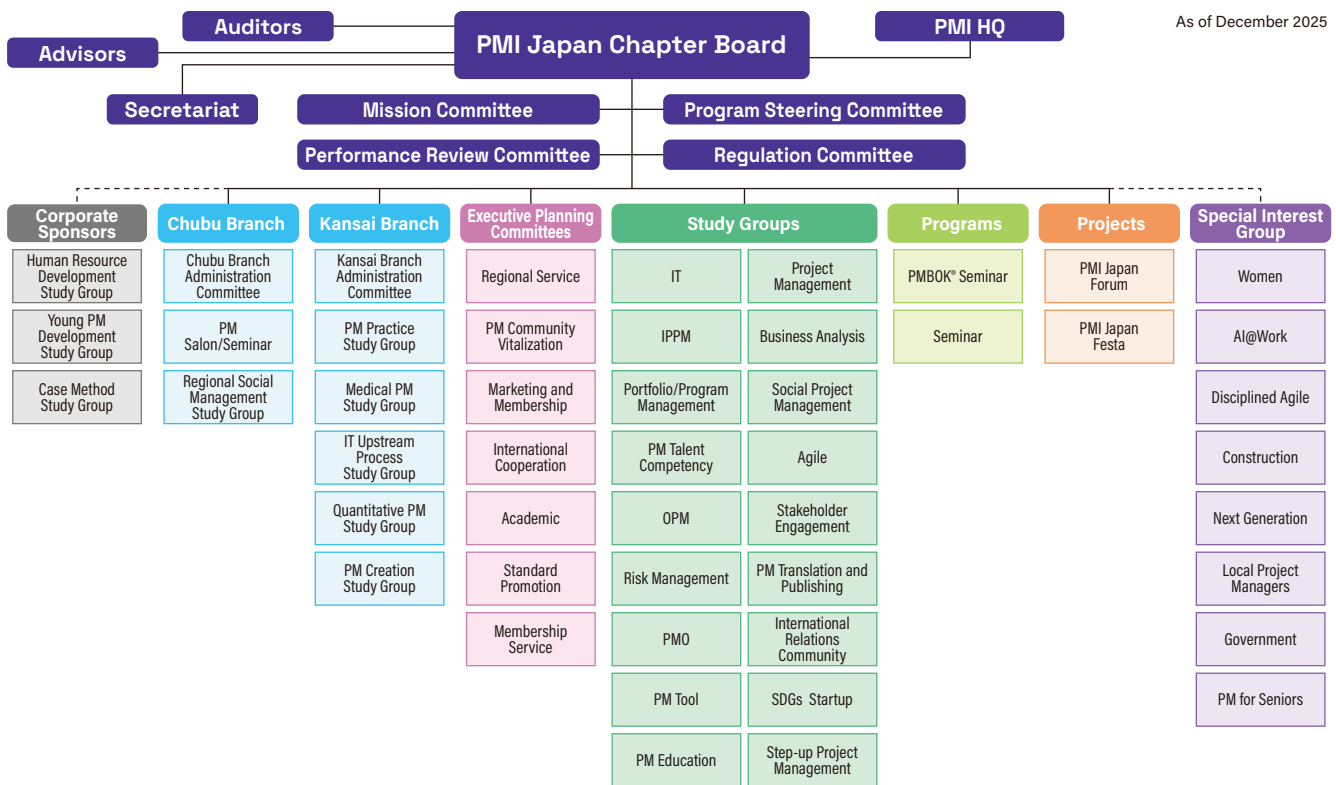
In 2025, the online chapter society introduction seminar was held twice in June and December, featuring three chapter societies in each session. Each of these seminars was divided into two parts, with the first part consisting of a general explanation of the chapter society

activities by PM Community Vitalization Committee and presentations by members of the three chapter societies. The second part consists of an interactive session with those members and the participants.

Each seminar received positive feedback from the participants through the feedback survey. The chapter found that following the introduction seminars, some participants joined the chapter societies that were introduced.

PMI Japan Chapter's Organization

Organizational Structure



Mission Committee

The Mission Committee of PMI Japan Chapter is responsible for reviewing and proposing to the Board of Directors the mission of the chapter which is under the direct supervision of the Board of Directors and what the chapter should be. The committee is also responsible for developing and monitoring the mid-term plan as well as reviewing the management and organization of the chapter. In 2025, the committee conducted an evaluation of the current mid-term plan. It also formulated the next mid-term plan for FY2026 through FY2028. It has defined priority measures, including a review of the mission and vision.

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 suitability with the Finance Committee.

The Strategic Steering Committee, which meets monthly, considers cross-organizational coordination with various Executive Planning Committees in charge of chapter strategy, compiles the matters to be discussed and reported by each chapter society in advance, and drafts proposals to the Board to contribute to smooth operations of PMI Japan Chapter. In addition, it coordinates the contents and budget number of relevant measures with PMI to obtain funding, and monitors their implementation. In addition, the committee is also responsible for receiving notifications for outreach activities.

Performance Review Committee

The Performance Review Committee proposes the salaries and bonuses of Secretariat staff, including the Secretary General, to the Board of Directors in response to recommendations from the Secretary General. In making its proposals, the committee

takes into consideration compensation practices at comparable non-profit organizations, the financial position of the Japan Chapter, and internal equity and individual contributions among staff members. In FY2025, the Committee recommended bonus payment amounts to the Board of Directors, conducted performance evaluations of Secretariat staff in accordance with the personnel evaluation system, and reviewed salary levels to ensure they remained aligned with the inflationary trend.

Regulation Committee

The Regulation Committee made major revisions to the employment regulations for secretariat staff in FY2025, and also revisions to the regulations for director election. The committee also coordinated activities of the Nominating Committee and the Election Committee in handling the director election. There are still a number of chapter regulations that need to be revised, and we will continue to promote the revision of these regulations.

Finance Committee

The Finance Committee managed the execution of the budget based on the chapter budget approved in December 2024 and in accordance with the approval process. The committee also discussed with applying chapter societies and provided comments on the review of and addition to the budget applied during the term, and reported to the Program Steering Committee and the Board of Directors on their impact on the Chapter's profit and loss. In addition, it established a discretionary budget and encouraged its implementation to promote the effective use of revenues and to invigorate chapter societies' activities. Also in December, in cooperation with the Program Steering Committee, the committee developed the FY2026 chapter budget, which was approved by the Board of Directors.

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 engaging activities, and collaborating with local government, academic, and corporate sponsors.

In FY2025, the committee continued to hold regular committee meetings in which leaders from the respective regions participate and share the status of the regions, plan and organize regional seminars at six sites across the country. Through these efforts, the enthusiasm for working together to solve issues has been increasing year by year while sharing an awareness of regional characteristics and issues. In addition to its existing activities, the committee will continue to strengthen the framework that brings members together in new areas and build a more active network.

PM Community Vitalization Committee

The PM Community Vitalization Committee provides a forum for interaction and information to invigorate the Japan Chapter member communities, with the goal of increasing the active membership and enhancing the value of the Japan Chapter. In FY2025, it held a Next Generation Leadership Meeting for young people, which was very well received, including a PMI APAC lecture, a workshop on our future, and a networking party. In addition to those activities, it is working to invigorate the Japan Chapter throughout the year, including Chapter Society Leadership Meetings, Orientation for New Chapter Members, Chapter Society Introduction Seminars, and LM2025.

Marketing and Membership Committee

The Marketing and Membership Committee aims to contribute to the development of the PM community in Japan through membership increase and expanded activities of PMI Japan Chapter. In FY2025, PMI Japan Chapter continued to achieve strong growth, with membership reaching a record high of over 7,400 members (6,400 in the previous year) and maintaining a record number of 120 corporate sponsors.

The PM Award, an activity the committee is responsible for, is now in its fifth year and has attracted a high level of public interest, with more than 1,400 people participating in voting. It also continued to hold career support events for younger people. In addition, it expanded its activities into the areas of education and industry-academia collaboration, including the hosting of PM training for NPOs, the full-scale development of basic PM training for university staff, and long-term collaboration with Okayama University based on a project selected by the Ministry of Education, Culture, Sports, Science and Technology. It was a year of various initiatives promoted with autonomous collaboration of many volunteers.

International Cooperation Committee

The International Cooperation Committee works to strengthen cooperation with the PMI, PMIAPAC and other neighboring chapters to enhance the presence of PMI Japan Chapter and improve chapter activities. In FY2025, the committee presented "Membership Strategies for Continuous Growth" and "Project Management through Manga" as best practices for chapter operations at AP/SA LIM. In addition, efforts were made to strengthen the dissemination of information from the chapter, such as by hosting a feedback seminar with PMI Global Summit participants.

Academic Committee

The Academic Committee works in collaboration with members from the industry and educational institutions to expand the scope of project management education and improve its quality. In FY2025, the committee hosted an academic track at the Japan Forum, conducted an in-person academic sponsor conference, ran a PMI Region 9 student project management case competition, and conducted a Human Library and PM workshops for students. Through ongoing educational partnerships that extend from junior high and high schools to universities and graduate schools, it communicates the social value of PM widely.

Standard Promotion Committee

The Standard Promotion Committee has the mission of researching, selecting, and translating PMI® standards and practice guides into the Japanese language to provide them to the Japanese PM communities.

In 2025, the committee supervised the translation of Program Management Standards 5th Edition and Business Analysis for Practitioners: A Practice Guide, 2nd Edition, held seven standard seminars, and produced five episodes of Project Management through Manga. It will continue its efforts in 2026 to make the standards accessible to as many people as possible through PMBOK 8 study sessions and other initiatives.

Member Services Committee

The Member Services Committee provides a variety of services to the members of Japan Chapter, keeping an eye on overall chapter activities in view of PMI-wide developments. In FY2025, it held various seminars including the Japan Forum and Japan Festa, published an e-mail magazine and newsletter, and conducted case study review of the digital badge issuance seminars conducted by PMI Japan Chapter, among other activities. It also worked to examine measures to expand educational video content. The committee members will continue to work to provide information on PMI and PMI Japan Chapter activities in a broad, timely, and easy-to-understand manner, keeping abreast of the current trends and the needs of Japan Chapter members.

Chapter Society Activities

Activities across Chapter Societies

LM2025 (Leadership Meeting 2025)

The Leadership Meeting is held once a year to share and discuss the direction of PMI and PMI Japan Chapter with chapter society leaders, and to develop the leadership of participants. It is attended by representatives of each chapter society and committee of PMI Japan Chapter, directors and Secretariat members from across the country. This year's LM, the 11th round of the event, was held at L Stay & Grow Harumi in Chuo-ku, Tokyo, in a camp style as in the previous year, and as many as 90 people participated, including 10 international guests from PMI and PMI AP.

Day 1 began with opening remarks by Chairman Hayama, followed by lectures by the guests from PMI on the following four themes, including policies and activities for FY2025, and finally a Q&A session was also held.

(i) PMI Sharing and APAC Planning: Ms. SoHyun Kang (Regional Managing Director, APAC, PMI), (ii) PMI AI Sharing: Ms. Kathleen Walch (Director, AI Engagement & Community, PMI), (iii) PMI Sustainability Sharing: Ms. Lucilla Dotto (Global Head, Sustainability & Enablement, PMI), (iv) Japan Community & Marketing Update: Ms. Yolanda Kim (Chapter Engagement Specialist, Northeast Asia, PMI)

Then, lectures on the following five themes were given from PMI Japan Chapter. This year, we introduced the POCKETALK Conference simultaneous translation service, which made it easier for the participants to communicate with international guests.

(i) Introduction of PMI Japan Chapter: President Hayama, (ii) Next Mid-term Plan of PMI Japan Chapter: Vice President Morita (Mission Committee), (iii) SDGs Initiatives of PMI

Japan Chapter: Director Inaba, (iv) Next Generation Leadership Meeting: Leader Ikenoue of PM Community Vitalization Committee, (v) Manga as a Tool to Promote PMI Standards to Young PMs: Director Kaneko representing Standard Promotion Committee)

At the evening party and after-party, games and other playful activities facilitated exchanges among the participants, and they had heated discussions over drinks until late at night.

In Day 2, a workshop was held with Mr. Ishii of the PM Community Vitalization Committee and Professor Tetsuya Toma of Keio University's Graduate School of SDM as lecturers. Divided into eight teams of nine members each, the participants discussed and examined themes on "Consider 'Value Creation' for PMI Japan Chapter."

Ideas and policies were shaped into concrete measures which were presented by each team through elevator pitches, skits and roadmaps. The participants were excited about unique ideas that hint a bright future of PMI Japan Chapter. They spent a productive 1.5 days during the event.

Participants gave very positive feedback in the post-event evaluation, particularly about the variety of activities and the opportunities to interact with chapter members and international guests whom they may not otherwise have had the chance to talk with..

PMI Japan Chapter will continue to plan and hold events based on the feedback.



Chapter Society Leadership Meetings

The Chapter Society Leadership Meetings are planned and held by the PM Community Vitalization Committee. These meetings took place four times a year for the purpose of sharing information on the activities of PMI Japan Chapter and chapter societies. They promote cooperation among the chapter societies and vitalize their activities. The December 2025 meeting was held at TKP Garden City PREMIUM Akihabara, attended by 86 people including guests from overseas, such as PMI Taiwan Chapter board members and participants from other regions.

After the opening remarks by PM Community Vitalization Committee Chair Sugihara and greeting from President Hayama, Ms. Janice Hsu, PMI Taiwan Chapter board member, gave a speech on her PM activities and talked about her impression of PMI Japan Chapter.

Then, the Program Steering Committee and the Mission Committee explained the overall activity plan of Japan Chapter. After that, the seven Executive Planning Committees (PM Community Vitalization, Regional Service, Academic, Standard Promotion, International Cooperation, Member Services, and Marketing and Membership) and 28 chapter societies and communities gave a summary of their achievements in 2025 either in person or online. There was a Q&A session after each presentation, and the face-to-face setting seemed to encourage interaction among participants.

The second part of the networking began with a toast by Director Sakagami, followed by a standing buffet-style dinner with catered food and drinks. The fun raffle was conducted in a friendly atmosphere with Vice President Morita as the emcee.

We feel that this event was a good way to finish the year, recognizing the chapter members' contributions to the Chapter's activities and rewarding them for their efforts with live exchange among the participants.



Chapter Society Activities

Activities by Chapter Members Nationwide

Integrated Project Performance Management Study Group

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

The study group continues to work on translating and researching the new PMI standard, The Standard for Earned Value Management.

The group contributed one or two research papers to the Project Management Research Report (PMRR) since the first edition in 2021 and contributed two papers to PMRR 2025. The group also continues to conduct other studies to acquire knowledge and techniques for machine learning and generative AI in project management.

Portfolio/Program Study Group

Based on the "Vision for 100 Japanese PgMP®/PfMP® in 2025," the group worked on the following three goals: (1) Presentation at the Japan Forum, (2) holding seminars for PgMP®/PfMP® certifications, and (3) promoting exchanges with other study groups and deepening the themes to facilitate the study group activities.

At the regular meetings, almost all members spoke on the themes they have brought up from the PPPM perspective, and the exchange was enthusiastic, informative, and in line with actual business operations. In 2025, the group held a total of 10 regular meetings, in addition to the 20th anniversary event, with a total of 270 participants. In addition, the group held study group camps, where participating members exchanged opinions on portfolio/program management among themselves, gaining deep trust not only among old members but also among new ones.

PM Talent Competency Study Group

The group uses the PMCDF 3rd Edition as a reference to explore competency development methods and the new PM role and competencies. In FY2025, the group held internal workshops and engaged in activities under the theme of competency study.

In FY2025, the group held a workshop in February to discuss competency through a variety of topics faced in practical work. It made three presentations at Japan Forum, which included the results from the discussion at the workshop. In addition to an overview of the PMCDF 3rd Edition and case studies of the PM competency improvement workshop at standard seminars, it gave a presentation as well as a lecture on research results on competencies required in the DX era, which was well received.

The group also enjoys other study group activities, such as creating checklists for practical competencies, and so on.

Organizational Project Management Study Group

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

The group continues to hold seminars on the OPM standards. Within the study group, members study not only the OPM standards, but also various initiatives related to project management in organizations. At the Japan Forum, the group gave a lecture on the topic of utilizing management theory and organizational wellbeing to realize DX. In addition, at the regular meetings, the group discussed the relationship between knowledge management and the organization's use of AI.

Risk Management Study Group

In FY2025, the group reviewed its working group activities with the goal of revitalizing them and creating time for discussion at its monthly meetings. It also supervised the Japanese translation of the practice guide and contributed to its broad adoption in Japan.

Regular monthly meetings, working group activities, PMI-RMP study sessions, and practice guide translation supervision were implemented. In June, it held a workshop-type seminar called "Look Before You Leap," which was well received by the 21 in-person participants. In November, a research forum was held within the study group to share the results of research activities by working groups and individuals. The group also helped the Standard Promotion Committee create "Scope of Risk and How to View It" for the Project Management through Manga (Risk Again).

PMO Study Group

The PMO Study Group aims to expand the presence of PMOs in Japan through research on PMOs in companies and organizations. In FY2025, the group conducted studies and workshops by five WGs, and held study sessions and external seminars in conjunction with the publication of the PMO Practice Guide.

In 2025, the group had 4 hybrid plenary meetings, monthly meetings for each of the five WGs, engaged in two presentations at the Japan Forum, as well as held a Strategic PMO workshop in January 2026. In addition, based on the PMO Practice Guide newly released in February 2025, the group held internal study sessions on the same subject from April to October. Furthermore, the group spoke at regional seminars in Kyushu, Tokai/Fuji and Chubu in November and at a standard seminar in December on the subject of PMO. In FY2026, the group will further deepen its research on PMOs based on the PMO Practice Guide, while continuing its work on Strategic PMOs.

PM Education Study Group

Under its mission of providing practical project management education, the PM Education Study Group engaged in activities such as knowledge-sharing among members and delivering project management courses at universities.

As in previous years, the group again gave a lecture on project management at a college in Kanagawa Prefecture for one semester (a total of eight sessions) in FY2025. This year, the textbook was updated to the latest version, the lecture materials were updated, and the contents of the exercises were reexamined in line with the current situation. By reflecting the latest insights through this process, it has made continuous improvements so that it could provide more practical and higher quality education.

Project Management Study Group

The group engaged in activities with a mission of creating an environment in which participating members can research topics of interest to them and exchange opinions freely and openly, as well as encouraging members who have improved their skills in the study group to play an active role in various areas.

The group celebrated a major milestone in 2025: the 100th regular meeting since its foundation. At the regular monthly meetings, members discussed agenda items and learned from each other through sharing of insights and a lively exchange of ideas. In addition, a new working group was formed to review the Japanese version of the PMBOK® Guide -Eighth Edition and to think about its future prospects. The activities of the working group have already started. While building on the progress made thus far, it continues to work vigorously to incorporate the latest insights and further develop its activities.

Business Analysis Study Group

Through research and studies on business analysis, the group engages in activities aiming to provide concrete methods that can be used in the field for wider use of such analysis. The group has been divided into working groups since FY2023.

At the Japan Forum, the group made two presentations: "Can Business Analysis Be Used? Common Issues and Problems in Projects and Business Analysis," and "Collaboration Strategy Between Business Analysts and Project Managers - For Optimal Division of Roles for Project Success." Also, in collaboration with the Standard Promotion Committee, Mr. Tani, the former leader of the group, served as the translation supervisory leader of Business Analysis for Practitioners: A Practice Guide – Second Edition.

Social Project Management Study Group

The Social Project Management Study Group aims to contribute to the development of society through the development and dissemination of PM methods suitable for activities to solve social issues. In FY2025, the group engaged in various activities mainly aimed at planning and holding external seminars and reviewing the social project management methodology.

In FY2025, the group achieved the following: (1) Held the "Pufu (Project Flow Diagram) Practice Workshop" as a seminar hosted by PMI Japan Chapter. (2) Developed a prototype of a pattern language based on the results of interviews with NPOs. (3) Continued the research on community capital and studied the correlation of wellbeing. (4) Collaborated with the senior community to conduct a tower game for children. (5) Held "learning sessions" to share member insights.

Agile Study Group

The group aims to contribute to the further development of the IT industry in Japan and abroad by deepening understanding of agile and by putting it into practice and promoting its adoption through information sharing and discussion. It aims to maximize value by having each member take the initiative on his or her own activities and support each other.

At the monthly meetings, the group watched and discussed agile-related lecture videos each month. In 2025, the younger generation joined the group, and the group became more active, sharing the content of joint research with universities, supporting members' book-writing activities, and sharing the results of lecture activities. In addition, the Agile Awareness Survey, a widely collected and published annual survey, was brushed up to show the current status and issues regarding agile.

Stakeholder Engagement Study Group

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

In February 2025, a survey was conducted among chapter members to examine what engagement an individual has influenced them and/or someone else. The results were analyzed using the Stakeholder Performance Domain and Team Performance Domain of the PMBOK® Guide, Seventh Edition, and were presented at the Japan Forum together with real-world examples of wellbeing-oriented engagement involving the individual and related stakeholders.

Chapter Society Activities

Step-up Project Management Study Group

The group is open to all positions, from students to seasoned PMs, and is aimed at getting people interested in PM. In FY2025, the group worked to promote understanding of PM through sharing knowledge and events.

As external activities, the group held Project Management through Games in November and released Project Management through Manga (Communication) in December.

Within the study group, members work under the theme of "making the difficult easy" by sharing knowledge using familiar examples and plain language, breaking down technical terms and complex concepts into more accessible forms. In addition, PM-related challenges among subcommittee members are consolidated into a PM knowledge-sharing forum (PM Q&A repository), helping them gain new perspectives.

PMBOK® Seminar Program

While we continue to offer PMBOK® Guide 7th Edition seminars in on-demand format, we also hold PMBOK® Guide 7th Edition In-depth Seminars on-site.

In FY2025, the PMBOK® Guide 7th Edition In-depth Seminar was held twice in June and October. In addition to the lectures by instructors, this seminar is designed to deepen participants' understanding by providing group work to exchange opinions among participants.

With the recent release of the 8th edition of the PMBOK® Guide, the main activity in FY2026 will be producing on-demand seminars for the 8th edition from scratch.

If you are interested in the production of the on-demand seminars, please join us!

Seminar Program

The goal here was to identify lecturers who would provide useful suggestions to the audience and to systematically implement the monthly seminars and PMI Japan Festa 2025. The program also worked to run seminars without compromising their quality.

In accordance with the plan, six monthly seminars and the two-day Japan Festa 2025 were held. All monthly seminars were held online, and the Japan Festa was a hybrid of onsite (Akiba Plaza) and online events on the first day and was completely online on the second day. The attendee satisfaction rates were 97.3% for monthly seminars on average and 93.0% for PMI Japan Festa. The program was also able to hold a study session for members with an outside lecturer.

SDGs Startup Study Group

Many companies and organizations face difficulties in launching and promoting projects to achieve the SDGs. To provide a solution to this challenge, the SDGs Startup Study Group aims to promote the SDGs start-up methodology and provide project management support.

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

In 2025, the study group achieved many results, including SDGs start-up training workshops that were held three times to support project management of corporate SDGs projects, holding large-scale SDGs start-up seminars in spring and fall, and receiving the Excellent Speaker Award for PMI Japan Forum.

Activities by Chapter Societies in the Kansai Area

Kansai Branch Administration Committee

It is in charge of operating the Kansai Branch as well as the five study groups of the Kansai Branch. To enhance services in the Kansai area, it offers member events such as Kansai Seminars and promotes interactions among its study groups through results presentation meetings.

Once a month, the Kansai Branch study group representatives and administration committee members gather to plan and discuss the operations of the branch. In 2025, the Kansai Branch held the PM Wakuwaku Festival to celebrate its 15th anniversary. The five study groups hold a result presentation meeting both onsite and online. In addition to the unique presentations by each study group, there were also presentations by the Project Management Association of Japan and the Society of Project Management. This served as a platform for PMs to interact across organizations.

PM Practice Study Group

The study group aims to improve project managers' practical skills by holding workshops on an ongoing basis. Starting from FY2023, the target group has been expanded to cover juniors to seniors. In FY2025, it engaged in activities with the goal of further improving the PM education program for students and practicing it at universities in the Kansai area.

Two presentations were made at the Japan Forum 2025 ("Practice of Short Case Development Explored with Generative AI" and "Examination of PM's Leadership (Power Skill) Exercise and EQ Improvement to Break Through Unexpected Events (Management Reserve)").

The PM Practice Workshop was held at Kawasaki University of Medical Welfare in April for the third consecutive year, which was well received.

In November, a Project Reflection workshop was held at

Kyoto Koka Women's University, fulfilling a long-held dream of putting project management into practice at a university in the Kansai region.

Medical PM Study Group

In FY2025, the group engaged in activities with the goal of presenting the role of PM/PgM in community healthcare collaboration and medical device development at the Japan Forum. In addition, regular monthly meetings were held where each person brought in a PM topic related to healthcare for discussion.

As originally planned, two presentations on community healthcare collaboration and medical device development were made at the Japan Forum. There was little prior research on healthcare-related projects, so the group had to work through it step by step, but we learned a lot from the process of preparing for the presentations and from the feedback from the audience. It will continue to work on these themes in 2026 and beyond. It also deepened knowledge by holding discussions on medical PM topics during its regular meetings in 2025 as well.

IT Upstream Process Study Group

The study group worked on the themes of "research on business relationship management," "research on 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 2025, the group gave a lecture titled "Business Architecture Thinking Necessary for Project Managers Engaged in Reform Activities - Considering Business Acumen in the Talent Triangle," which was highly praised and selected for recognition as Excellent Speaker. In addition, at the Kansai Branch Results Presentation Meeting, the group presented "Bridging BA and PM - Latest Trends in Global Enterprise Architecture" and shared insights on global trends in enterprise architecture and its application to project management practices in Japan. The group plans to continue

to deepen its research activities in the area of business architecture and project management integration, and work to systemize the skills and knowledge required for project managers in the DX era.

Quantitative PM Study Group

In FY2025, the study group had a monthly session for case study presentations based on participants' projects experiences 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 many case studies from participants at the monthly joint regular meetings, and through exchanges with members with diverse values. In addition, the group is engaged in research activities in terms of both human and products (methodology), and presented its findings at the Japan Forum, titled "Learning and Benefits to Work from the Challenge of Climbing 300 Famous Mountains in Japan" and at the Kansai Branch Results Presentation Meeting, "Introduction and Demonstration of the Latest Generative AI-related Topics."

PM Creation Study Group

With the purpose of "expanding the place of empathy that stimulates PMs' inquisitiveness/curiosity," the group proposes skills for future PMs. In FY2025, the focus was on exploring AI x PM, with dialogue on the "role of humans and AI," "power skills such as self-efficacy/source theory," and "concrete and abstract."

At the regular meetings on the third Saturday of each month, the group repeated dialogues around themes that each member thinks are important and made discoveries that provide PMs with insights in practice. In 2025, the group continued dialogue around the ideal state of PM using generative AI.

At a camp, it studied "concrete and abstract" and "reverence" and had a deep dialogue about the nature of communication. In addition, it gave a public presentation on the results of the exploration of "concrete and abstract" and "Kishotenketsu Human Resource Model" in the workshop format.

Activities by 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 chapter societies, the Administration Committee has been promoting cooperation with Regional Seminars and other activities of the chapter.

In FY2025, 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 June, Chubu Branch held an event to celebrate its 10th anniversary, and in November, it offered lectures on PMOs and program management at a regional seminar. Through its collaboration with Nagoya University's Tokai Open Innovation Complex, a venue for these events, the branch will continue to provide

Chapter Society Activities

a forum for co-creation that can realize high value initiatives originating from the Chubu region.

PM Salon/Seminar

The mission of the PM Salon/Seminar is to support PM activities by providing a forum for sharing information on PM and developing and discovering PM personnel. In FY2025, it held seminars with the goal of uncovering PM personnel.

Continuing from FY2024, under the "Management Salon 100-Person Concept," the PM Salon/Seminar has been exploring the value of connecting groups and individuals engaged in management activities in the Chubu region to discover "what they want to do, what they can do, and what they must do." It examined such value by using business analysis and project management, which provided an opportunity for participants, especially those with no experience in business analysis, to gain valuable experience. It also continues to hold regular online meetings on the first Wednesday of each month to continue to provide opportunities for learning and socializing.

Regional Social Management Study Group

The study group works to consider and practice how project management can contribute to solving social issues. In FY2025, the group was engaged in activities conducting a trial to use generative AI in project management.

In cooperation with companies in the Chubu region, the group tried to use generative AI from the perspective of both the beneficiaries of the project and the providers who execute the project and contribute to value creation.

The group aims to create more valuable results by using the know-how companies have and combining it with the PMBOK® Guide.

In addition, the group presented its activities at the 10th anniversary seminar of the Chubu Branch, and the group has been planning to present the results of its activities.

Activities by Corporate Sponsor Employees

Human Resource Development Study Group

The study group is continuing its research on the human skills required for top-notch project managers. In FY2025, the group focused on improving the quality of the Human Power Cards, which it has continued to produce, with the goal of completing the project.

The group went through cycles of trials and improvements of the texts of the reading cards, the playing cards as well as the illustration on the picture cards, so that they would be easy to use.

The editing was finalized in December, and the official data release of the cards on the chapter website was announced at the corporate sponsor liaison meeting in the same month. In January 2026, the Human Power Card was used at the Women's Community New Year's event.

The group's next goal will be to create deliverables that will be useful in practice.

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The group's next goal will be to create deliverables that will be useful in practice.

Case Method Study Group

The study group examined how case method-based learning should be introduced for developing PMs and project members and improving their skills efficiently, and case creation and discussion-leading methodologies to maximize its effect.

At PMI Japan Forum 2025, the group gave a presentation on the effectiveness of case method learning as a method for developing PMs and project members, points to note when practicing it, and tips for leading discussion. The presentation incorporated the use of generative AI and concerns about it, particularly in case creation. In addition, the group was able to have practical activities such as a trial for case method learning of the group members' companies.

Young PM Development Study Group

The group's fourth theme is to "develop future young PMs" by reviewing the three deliverables from past activities in sequence. In 2025, it engaged in activities with the goal of completing the review of the second theme, "How to Maintain and Improve PM Motivation".

The group went through cycles of trials and improvements of the texts of the reading cards, the playing cards as well as the illustration on the picture cards, so that they would be

Activities by Open-Communities

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 FY2025, the group carried out activities with the goal of contributing to a diverse and sustainable society through the promotion of women's participation, in addition to holding regular meetings and events.

Regular monthly meetings and seasonal events focused on two main themes of project management skills and women's career development, with members engaged in active discussion and information sharing. The group also actively promoted research and practice on women's participation by holding events to learn about factors hindering their capacity building and career development from an international perspective through discussions and with the survey some members aimed to present at the Japan Forum 2025, and through discussions and a survey to present its results at the Japan Forum 2025. In addition, it continued to interview female PMs and published articles and videos about their various experiences, turning points, and thoughts for the future.
<https://www.pmi-japan-women.net/>

AI@Work

The goal of this special interest group is to explore and practice the utilization of PM x AI from the three perspectives of PM4AI, AI4PM, and AIK4PM, to disseminate insights through collaboration with PMI Global and experts, and to contribute to the creation of practical knowledge on PM x AI in Japan.

The group started its activities in January 2020 and has grown to over 340 registered members with approximately 100 active members. Its three WGs studied a total of 13 themes in FY2025. The group has worked on a wide variety of activities, including the first PM x AI event held jointly with PMI, six presentations at the PMI Japan Forum (two of which were chosen as excellent presentations), presentations at regional seminars in three regions, presentations at corporate sponsor liaison meetings and external organizations, submission of papers to research reports, joint research with the Construction Community, CPMAI translation sponsored by PMI, and participation in AI in PPPM public commentary. The group will continue to have deep specialized discussions in each WG and expand insight sharing in cooperation with PMI and experts.

Disciplined Agile Community

The DA community works with a mission to contribute to the success of organizations and teams/individuals by improving business agility through the broad use and study of Disciplined Agile (DA).

In FY2025, the group carried out various activities with the goal of keeping this community active and enhancing the visibility of DA.

Many people think of DA 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 1 to deepen their understanding of what DA is all about. WG 3 investigated and discussed several definitions within the entire organization (enterprise) domain, which is a major feature of DA. (WG2 has been inactive due to a low number of prospective participants) We believe that the participants in these activities were able to understand how to use DA to make incremental improvements in their organizations and teams.

Construction Community

This special interest group continued to have chapter-by-chapter discussions based on the Construction Extension to the PMBOK® Guide. Some new members attended the review sessions and engaged in deeper discussion. The members then chose extended themes to explore in depth, sometimes including guests, to further deepen the discussion.

Monthly meetings were held 11 times (each meeting lasting 1.5 hours and held online). The total cumulative number of participants was 116, including external lecturers and guests (an average of 9.7 participants per meeting). The number of chapters in the publication for which discussions have been completed is now 12, and it is scheduled to be completed by the end of March 2026.

Review sessions were held from April to August to explain what was discussed to new members and to discuss the themes of each chapter, with current members included. The extended themes are as follows.

- Introducing AI into Business Processes (introducing case studies for AI-themed community)/- How to Use AI and Role of PM (discussions with AI@Work Community)/- Difference of PM between the Construction Industry and the IT Industry (discussions with IT experts on construction PM)/- AI and Ethics (discussions based on materials created by technical college educators for their students)

Future Creation Community

Today, knowledge can be accessed using the Internet and AI, but "practical knowledge gained from human connections" cannot be obtained that way. To this end, the Future Creation Community set the goal of creating opportunities for networking and learning in FY2025 under the theme of "Human Connection and Practical Knowledge."

At each monthly meeting, opinions were exchanged on a theme decided by the members.

April: Message to new hires, "To learn about project management, read this first!" May: If you were to tell a new hire "what project management is," what would you tell them?; June: Working style and project environment changed by the pandemic; July: What project management tools do you use?; August: Community members present, Let's learn EVM Method; September: Let's get to know everyone's position and struggles; October: Your know-how on mental health support for members; November: Your failures/lessons learned and what you learned from them; December: Summing up this year's learning

Chapter Society Activities

Local Project Managers Community

The local project managers community carried out PM-related activities in five regions in Japan (Hokkaido, Tokai and Fuji, Hiroshima, Kyushu, Shikoku) and worked with the Regional Service Committee to share information on each regional activity.

In FY2025, the groups conducted activities with the goal of planning and holding regular meetings (study sessions) and regional seminars within their respective regions.

The groups carried out activities in line with this goal, led by five WGs (regions).

Regional seminars were planned, starting from early spring, and held by each WG from September to November, with the number of participants increasing steadily from the previous year.

Regular meetings (study sessions) has also been held steadily by each WG, including a seminar using LEGO held in Hokkaido in April as well as a study group held in Okinawa in July, both serving as new study session themes and face-to-face events other than seminars.

The number of members in the group is nearly 50, and we are aiming for a further increase in members in each region.

Government Community

This community carried out activities with the mission to “contribute to value creation for governmental initiatives and local communities through governments.” In FY2025, the group conducted activities with the goal of holding regular monthly meetings (study sessions), developing tools, collecting case studies, and implementing PR to governments.

Approximately 15 people attended each regular monthly meeting (study sessions). The February meeting was particularly well received because it featured a long-time assistant to the government CIO as speaker, who provided a history of project management in government information systems. In terms of tool development, the group developed seven tools for project management, four of which have been released to the public. The group also collected five case studies and published the reports on NOTE, a platform that disseminates community activities and received over 3,000 hits in FY2025. In addition, the group held an online event in August and its first on-site event in December.

PM for Seniors Community

This special interest group aims to create a “place to talk” and “place to practice”, namely salons, and to foster “society” and/or “community” for senior people in order to help them live proactively and solve social issues in Japan.

Salon 1 (Finding and Enriching a Purpose of Life): Members learned lessons from the career turning points of other members that can be applied to their own careers. Salon 2 (Exploring and Acquiring Skills): Members introduced their own skills, such as presentations, end-of-life planning, and entrepreneurship, to each other, creating an opportunity for reskilling. Salon 3 (Challenging Social Contribution): Members presented their own social contribution activities and shared tips on organizational management. Volunteer projects included an exhibit at the Festival of Science for Youth and the Creation of Multi-Generational Interaction Pattern Language using generative AI.

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 (to be renamed Discovery Seminars in 2026). They select topics and lecturers that are of interest to project managers. All seminars moved online only in April 2020 during the COVID-19 pandemic. In 2024, face-to-face seminars resumed while continuing to use online streaming.

There were as many as 10 "perfect attendance" award winners who attended all six sessions in FY2025, and these "monthly seminar fans" received an open badge, promotional item from PMI Japan Chapter, and free admission to one monthly seminar in the following year.

Graphic recordings, which were incorporated since FY2020, received positive evaluations for a tool "useful for reflection." The instructors themselves were also very pleased with it. Each monthly seminar received a satisfaction rating of 97% on average, according to the questionnaire results, maintaining high marks in FY2025 as well.

Agile Training

For the agile training in 2025, the Agile Basics training was held remotely using Zoom in April. The training focuses on getting the mindset 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 during the course but also questions that participants have on a daily basis. The Q&A session was well received by the participants. We intend to continue to hold webinars real-time so that participants can attend from all over Japan.

Look Before You Leap - Risk Management for Use in the Field

The Risk Management Study Group held a face-to-face workshop, "Look Before You Leap - Risk Management for Use in the Field - Hands-on Seminar with Case Studies" in July 2025 at the PMI Japan Chapter Seminar Room.

The one-day course consisted of lectures and exercises to systematically learn the process of risk management. In the exercises, participants were divided into teams to simulate the process of risk identification, analysis, and response planning to hone their practical skills. The networking session after the workshop was also very lively and useful for connecting with fellow participants.

Social Project Management Study Group Workshop

In September 2025, the Social Project Management Study Group invited Mr. Yohei Goto, President of GotoLab Inc., as a lecturer to hold "Pufu (Project Flow Diagram) Practice

Workshop - Putting the Future You Want to Achieve into Words" at the PMI Japan Chapter Seminar Room. The participants followed the process of visualizing the goals and conditions for achievement for a social issue-solving project by utilizing "pufu," a technique of expression for thinking about how to proceed with a project that contains many unknown elements. One of the participants commented, "I learned that it is important to recognize that each person has different values, and with that recognition they should proceed with a project based on consensus."

Program Management Practice Workshop

In 2025, the workshop was held remotely using Zoom in March and September. To make changes in an increasingly complex society, there is only so much that a single project can handle, and multiple projects must be undertaken simultaneously. Dealing with multiple projects increases uncertainty, and the importance of program management, a more sophisticated management technique, is being reevaluated.

In the workshop, the participants learned practical program management using tools such as benefit maps. It will be offered again in 2026.

Portfolio Management Practice Workshop

In 2025, the workshop was held remotely using Zoom in May and November. Portfolio management is extremely important in the era when projects drive business. Through the workshop, the participants honed their practical skills in areas such as selecting and prioritizing projects and setting goals consistent with management strategies and plans. In addition, the participants discussed the challenges they face in promoting and implementing portfolio management in their organizations. They were able to obtain tips for solutions through the discussions. It will be offered again in 2026.

SDGs Startup Seminars

The SDGs Startup Study Group holds an SDGs Startup Seminar every spring and fall. In 2025, the group held the "Development of Sustainable Human Resources through Practical SDGs Project Promotion and Problem-Solving Learning" in March and "How to Overcome the 'Barriers' of Sustainability as a Business" in September.

In September, the group invited Ms. Konomi Nakamura from the Santome Konjakumura Business Promotion Department, Ishizaka Inc., as a guest speaker to introduce a case study of SDGs implementation, titled "Journey of Sustainability Management by Ishizaka Inc., One of the Leading Companies in Japan in Reducing and Recycling 98% of Industrial Waste." Although the topics related to the SDGs are getting more complex every year, the group will continue to introduce topics related to SDGs projects in a seminar format.

Seminars and Workshops

Future Creation Seminars

The Future Creation Seminar invites socially influential entrepreneurs, social activists, and practitioners as lecturers to attract more young people to PMI Japan Chapter activities.

In 2025, we held two seminars with socially influential lecturers who have provided new value to the world, based on the tastes and interests of our target, the younger generation.

(i) August 20, "The Strongest Way of Thinking - Increase Your Lifetime Annual Income by 100 Million Yen" by Ms. Ai Kurosaki; (ii) October 19, "Incorporating the Perspective of Management into Your Life and Work" by Ms. Chikako Mogami.

PMI Japan Chapter will continue to hold seminars with speakers who are active in a wide range of industries and business sectors.

Events Where Directors and Chapter Society Members Serve as Lecturers

Standard Seminars

In an increasingly uncertain society, the skills and knowledge required for project managers are becoming ever more sophisticated. The Standard Promotion Committee regularly holds Standard Seminars for next-generation project managers to provide them with an opportunity to learn project management standards that are the wisdom of our predecessors.

In the seminars, lecturers with extensive experiences not only explain the contents of the PMI standards such as the PMBOK® Guide, Process Groups: A Practice Guide, PMO Practice Guide, programs, portfolios, and PMCDF, but also offer advice on how to apply them to the business practices at Japanese organizations, sometimes using manga to share their knowledge and experiences in their areas of expertise. The Standard Seminars, organized based on such enthusiasm and experience, have had a cumulative total of over 8,000 attendees since 2021 and are highly regarded as good places to systematically learn knowledge and skills directly related to practical business.

[Seminar in January 2025: PMI Standards]

PMI's standards and practice guides provide frameworks and tools and techniques that are critical to an organization's success. In rapidly changing business environments, the ability to leverage these standards and flexibly and quickly incorporate the necessary frameworks, tools, and techniques into an organization has a significant impact on organizational performance.

[Seminar in February 2025: the Process Approach: A Practice Guide]

Derived from the process approach of the PMBOK® Guide 6th Edition, the "Process Groups: A Practice Guide" provides systematic explanation on five process groups and 49 processes. The guide addresses agile methodologies as well as traditional waterfall and hybrid models, providing practical knowledge to deal with the diverse challenges faced in the field.

[Seminar in March 2025: Portfolio]

- Lecturers: Mr. Yoshihisa Ozaki, Mr. Takahiro Yamakawa, Mr. Koki Kadowaki, Mr. Taisei Matsumoto

While people, goods, and money are limited, projects are facing an increasing degree of complexity and uncertainty. Investing valuable resources does not always guarantee success. Therefore, the concept of portfolio management, which takes a systematic approach to deciding "what not to do" when selecting projects, has become extremely important.

[Seminar in April 2025: OPM (Organizational Project Management)]

- Lecturer: Mr. Shuichi Ikeda

Many problems arising in project management are organizational in nature. Project selection and lack of resources are some examples. Organizational project management applies and aligns practices and processes to best assist in achieving the organization's strategic objectives through project, program, and portfolio management.

[Seminar in September 2025: Project Manager Competency Development Framework, 3rd Edition]

- Lecturers: Mr. Kenya Shimatani, Mr. Katsuhiro Otani, Mr. Yoichi Sakajiri, and Mr. Keiichiro Kaneko

It provided an overview of the Japanese translation of the third edition of the Project Manager Competency Development Framework (PMCD Framework), published in 2020, and introduced how to use the PMCD Framework in the field. Competency is the ability to perform one's duties with an awareness of social responsibilities and obligations. The PMCD Framework provides a structure for defining, assessing, and developing the competencies of the personnel who lead projects.

[Seminar in October 2025: Program]

- Lecturers: Mr. Ken Yamaguchi, Mr. Koji Sakurai, Mr. Ryosuke Sako, and Mr. Kenichi Shibata

It outlined the fifth edition of the Program Management Standards, which was revised in 2024 and released in Japanese in the summer of 2025, and shared insights on the "principles" that were newly added to deal with complexity and uncertainty. Such insights were gained from the study session hosted by Portfolio/Program Management Study Group. Through group discussions, the participants looked for tips that can be utilized in the field to determine how to handle and deal with issues in program management.

[Seminar in December 2025: PMO Practice Guide]

- Lecturer: Mr. Masahito Nishihara

PMO is required to evolve from a mere management function to a strategic center that creates organizational value. This seminar was based on the Project Management Offices: A Practice Guide published in February 2025 and explained the key points of effective PMO establishment and operation in an easy-to-understand manner. It also introduced the PMO Value Ring, a particularly noteworthy concept, and described how the PMO defines, measures, and continuously increases its value. It also explained the concept of the PMO Flywheel to enhance PMO activities and presented a practical approach that cycles through strategy alignment, human resource capabilities, data utilization, and results verification.

PMBOK® Guide 7th Edition Seminar 2025

The seminar, which started in FY2023, continued in FY2025 with two sessions held in June and October. In these seminars, the lecturers present the principle-based PMBOK® Guide 7th Edition in an easy-to-understand manner through lectures that include their own knowledge and experiences, and then review the content and discuss future applications in the group work for each chapter. It has been very well received as it encourages the participants to think more deeply by comparing the content of the lectures to their own experiences and engaging in dialogue with other participants.

From the evaluation results, we received comments such as "It was very meaningful to learn systematically through this seminar and understand what I had not been able to fully understand just by reading the PMBOK® Guide 7th Edition," and "It was a very good opportunity to take stock of my previous knowledge in a comprehensive manner."

In 2025, as a new initiative, we also set aside an hour for "networking" after the lecture. It turned out to be a valuable time for the participants and lecturers to talk freely about their own experiences. The networking session was well received with some participants commenting that it was good to have a network outside of their work.

The PMBOK® Guide 7th Edition Seminar was held seven times starting in 2023 and ended with the one held in October 2025. The PMBOK® Seminar Program is currently preparing to launch the PMBOK® Guide 8th Edition Seminar. All the members will make every effort to deliver an even better seminar.

Strategic PMO Practice Workshop

The PMO Study Group plans and holds the Strategic PMO Practice Workshop every year, and in 2025 it held the workshop remotely in January under the theme of "What Benefit Does PMOs Bring?" Demand for this workshop was so strong that it reached its maximum enrollment within one week of the start of registration.

With the release of Project Management Offices: A Practice Guide (PMO Practice Guide) by the PMI in 2025, the PMO has become an indispensable part of a company's strategic initiatives. The group will continue to offer a practical workshop on how to utilize "a strategic PMO", a framework for making PMOs work for corporate management.

Project Reflection Workshop (Akane Practice Workshop)

The Kansai Branch Project Management Practice Study Group hosted a project management practice workshop for students at Kyoto Koka Women's University in November 2025. It was the first workshop of its kind held at a university in the Kansai region. This workshop was held in the two "Project Basics" classes for first-year students (180 minutes in total), using a university festival stall project as the theme, with the aim of facilitating learning PM in a practical way through reflection on the project after its completion.

KPT (Keep, Problem, Try) was used as a method of reflection. In order for the students who were new to PM to be able to work on it without difficulty, all work was based on a flow of starting with individual consideration, followed by team discussion and sharing. The work consisted of three phases, the first of which was to look back on the events during the project by associating them with emotions such as "I was happy" or "It was hard," and organizing 'Keep's and 'Problem's. Next, these events were reviewed from a PM perspective in light of the planned details, and the background and factors behind the issues were explored in depth. Finally, based on the insights gained from the reflection, the teams were asked to consider 'Try's as a measure for improvement for the next time, and each team made a summary presentation.

Many students commented that they were able to review their actions and decisions objectively by stopping to reflect after completing the project, that they gained new perspectives and learning by sharing their individual ideas with the team, and that they were able to understand the importance of teamwork and communication.

This workshop provided a valuable opportunity for students to understand PM in the context of real-world experience and demonstrated the effectiveness of practice-based learning in future PM education.

Seminars and Workshops

Regional Seminars

Regional seminars are organized and held by the Regional Service Committee and are available not only to our members involved in project management outside of the greater Tokyo area but also to the general public.

One of the objectives of these seminars is to make widely known the past activities of PMI Japan Chapter's societies and their activities in the respective regions. The seminars are mainly held onsite while maintaining the policy established two years ago, "self-management within the respective regions and unique themes with their regional flavor." The seminars adopt a style to enable rich interaction among participants and between participants and lecturers, which could not be achieved if held online.

Planning begins around March each year, and the first step is to select a shared theme for the regional seminar (Part 1). Two themes for Part 1 were established for 2025 as shown in the table below, and each region was asked to choose the one that would most likely be tied in with Part 2. Lecturers were dispatched from PMI Japan Chapter, as in previous years.

Theme	Contents
AI	The Evolution of PM in the Age of Generative AI - Where are Project Managers Heading? Lecture outline: The evolution of generative AI has automated some PM tasks such as minute taking and risk detection. Based on the latest analysis of PMI, this lecture summarizes the relationship between PMs and AI, and presents the vision of PM who designs and makes decisions together with AI, necessary skills, international trends, and career development implications.
PMO	What the PMO Aims to Achieve in the Reiwa Era Lecture outline: The PMO in the Reiwa era must be resistant to change and able to continuously create value. Based on the PMBOK® Guide 7th Edition and the PMO Practice Guide, this lecture explained the evolution to a result-oriented PMO and value enhancement through benefit realization. It also examines how to connect strategy and execution using PMO Flywheel, as well as the new role of servant leadership.

The second part was designed in a way that the unique characteristics of each region and its operations would be emphasized, and regional staff members created learning materials, scenarios and others, mainly by reflecting the results of workshops and regional activities. They ran their seminars as well.

Region	Part 2 Title
Hokkaido WG	Short Case Experience in Government Project Management
Tokai and Fuji WG	Generative AI and Risk Management - Working with Generative AI to Increase the Probability of Project Success
Chubu Branch	Overview of the Program Management Standards 5th Edition
Kansai Branch	Concrete and Abstract Experience Workshop
Chugoku@Hiroshima WG	SDGs Card Game to Solve Regional Issues
Kyushu WG	The Project Management

The workshop format, lectures, and free and open discussions with the lecturers continued to be highly supported by the participants. In some cases, the regional seminar has led to participation in local community activities, and we plan to continue holding it in the future with the aim of further revitalizing regional activities. Volunteer members in the respective regions were confident in their preparations, and they also played an active role in hosting the entire event, facilitating, and serving as lecturers for the second part of the event. After the seminar, a social gathering with lecturers, operating members and voluntary participants was held as a regular event for deeper communication.

Instead of holding the seminars independently in the respective regions, new initiatives such as sharing of know-how on holding and running onsite meetings among regions (mutual support among regions) and local government newsletters (<https://www.jt-tsushin.jp/>) were also used as a tool for PR, resulting in a steady increase in the number of participants.

The Chugoku@Hiroshima WG also held a panel discussion titled "My Purpose for Project Success" as a commemorative event for its 5th anniversary. Other regions will hold similar additional events in milestone years.

Website

Our website is an important medium to support the activities of PMI Japan Chapter.

PMI Japan Chapter uses its website for disseminating various information. For example, information on the membership system, study groups, and community activities of PMI Japan Chapter are some of them. The website also carries annual reports, newsletters, announcements of various seminars and events, reports on those events, and dedicated pages for Japan Chapter members and corporate sponsor organizations.

Because PMI Japan Chapter's website attracts a great deal of attention and many views, some companies and 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 a YouTube page that uses videos to explain project management in detail and is effectively used by members and other stakeholders.

Chapter members can download PDFs of the Japanese version of the "PMBOK® Guide 7th Edition" and "Process Groups: A Practice Guide", as well as view videos on PMI® standards from the members-only page on 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, profiles of the directors, introductions to chapter society activities, self-introductions by 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 certification holders, Japan Chapter membership, names of corporate sponsors, list of directors, etc.) in a PDF magazine format.

The Newsletter also covers a variety of topics that cannot be covered on the website, including detailed reports on the Japan Forum and Japan Festa, as well as the activities of the 40 chapter societies and corporate sponsor study groups.



Email Magazines

(the PMIJ News and the Global Trends)

PMI Japan Chapter issues two regular e-mail magazines: the PMIJ News and the Global Trends. These are e-mail magazines, issued once a month, to approximately 17,000 individuals who have consented to receive promotional materials from PMI Japan Chapter, including PMP® certification holders, PMI and chapter members, and contact persons at 120 corporate sponsors. The content is also available in HTML format, making them easy to read and view.

The PMIJ News provides information on seminars and events hosted by PMI Japan Chapter, discounts on new books, changes to the PMP examination guidelines, translated articles, etc., and invites subscribers to visit the Chapter's website. The other email magazine, Global Trends from PMIJ, launched in September 2021, has reached a cumulative total of over 50 issues and has been well received. It is a service that introduces various PMI and PMI-affiliated websites related to project management on the rise in various contexts, and is sent on the 10th of each month.

Apart from the email magazines, the chapter sends e-mails containing information on training sessions, seminars, and other individual announcements, often several times a week. These serve as valuable channels for the members of PMI Japan Chapter, project managers, and employees of our corporate sponsors.

Manga

We have a web page (LP) "Project Management through Manga," which utilizes manga to guide readers to the PMBOK® Guide and other PMI standards via e-mails. We are also expanding our efforts to attract the younger generation by releasing short animated videos. In FY2025, five episodes were produced, and a total of four episodes were released, from Episode 12 (Business Analysis) to Episode 15 (Risk).



Communication of Information

Facebook

PMI Japan Chapter uses its Facebook page as a channel for providing information on social media. Through this channel, we provide not only our event information, but also important information released by PMI.

Our page received a lot of Likes from our users in 2025 as well. We will continue to keep many people interested in project management well informed.

- Project Management Research Report (PM Research Report) official page

<https://www.pmi-japan.org/kyoikukokusai/news/pmrr/>

YouTube

PMI Japan Chapter also uses YouTube as another channel. Our "Project Management through Manga," "Women's Community Interview Videos," "Video Materials to Learn Project Management in a Short Time," and more are available on YouTube.

Project Management Research Report (PM Research Report)

PMI Japan Chapter annually publishes the Project Management Research Report for the purpose of sharing findings of chapter members, corporate sponsors, and practitioners and researchers affiliated with academic sponsors with society. This publication serves as an important platform for disseminating knowledge from examples of applying PM standards and frameworks as well as presenting the outcomes of chapter society activities.

Since its release on J-Stage in 2022, the report has been accessed more than 110,000 times (as of September 2025) from all over the world. It has become a highly sought-after and trusted resource in the PM professional community. This large number of accesses confirms the demand for practical insights and indicates that this publication is making a significant contribution to the dissemination of PM insights across the industry, government, and academia.

We are currently at work on the next issue, PM Research Report 2026 Vol.6. The report is scheduled to be released in March 2026 and is expected to encompass high-quality findings after a rigorous process.

The findings and knowledge accumulated through this report are intended to serve as "seeds" for facilitating collaboration among organizations as well as industry-academia partnerships. PMI Japan Chapter will continue to increase its efforts to communicate with society so that professionals can share their experiences and convey the value of project management to society.

For more information, including back issues, please visit the official page below.

Financial Statements

Balance Sheet

As of December 31, 2025

(Unit: JPY)

Assets		Liabilities	
Item	Amount	Item	Amount
【Current assets】	229,762,107	【Current liabilities】	30,444,560
Cash and time deposits	208,750,208	Trade payable	3,934,511
Trade receivable	2,294,856	Accrued expenses	6,150,341
Goods	2,119,213	Income taxes payable	97,400
Supplies	241,385	Consumption taxes payable	556,400
Sundries receivable	16,269,718	Advance received	18,479,930
Suspense payment	55,600	Deposits received	1,225,978
Prepaid expenses	31,127	Total liabilities	30,444,560
【Fixed assets】	4,767,784	Net assets	
【Tangible fixed assets】	992,709	【Shareholders' equity】	204,085,331
Buildings and associated facilities	992,698	Endowments	55,000,000
Fixtures and fittings	11	Retained earnings	149,085,331
【Intangible assets】	1,073,635	Other retained earnings	149,085,331
Telephone subscription rights	37,600	Retained earnings	149,085,331
Software	1,036,035	Total net assets	204,085,331
【Investments and other assets】	2,701,440	Total liabilities and net assets	234,529,891
Deposits made	2,701,440		
Total assets	234,529,891		

Statement of income

From January 1, 2025
To December 31, 2025

(Unit: JPY)

Item	Amount	
【Sales】		
Sales	105,436,206	
Fee Income	54,696,935	
Total sales		160,133,141
【Cost of sales】		
Product inventory at the start of the period	1,254,583	
Cost price of publications	13,958,360	
Cost price of seminars	10,981,926	
Other cost price	10,950,983	
Total	37,145,852	
Product inventory at the end of the period	2,119,213	
Cost of sales		35,026,639
Gross profit on sales		125,106,502
【Selling, general and administrative expenses】		
Total selling, general and administrative expenses		100,864,348
Operating profit		24,242,154
【Non-operating income】		
Interest received	289,598	
Miscellaneous receipts	51,516	
Total non-operating income		341,114
【Non-operating expense】		
Miscellaneous loss	1,582,669	
Total non-operating expenses		1,582,669
Ordinary income		23,000,599
【Extraordinary loss】		
Donation expense	1,914,800	
Total extraordinary loss		1,914,800
Net income before taxes		21,085,799
Corporation tax, municipal tax and enterprise tax		5,776,148
Net income		15,309,651

List of Board Members and Advisers

As of December 31, 2025

Name/Position	Professional Affiliation	
Takeshi Hayama President	Technology Strategist, Technology Innovation General Headq., NTT DATA Group Corporation	
Shigeki Aso Vice President	Professional PMO, NEC Corporation	
Kaoru Okuzawa Vice President	President, KOLABO	
Ako Nakamura Vice President	Senior Consultant, PERSOL RESEARCH AND CONSULTING CO., LTD	
Shingo Fujii Vice President	Chief, Human Resources Development Committee, Mobile Computing Promotion Consortium (MCPC)	
Koji Morita Vice President	Japan Client Delivery Lead, DXC Technology Japan	
Ryota Inaba Director	Expert, TIS Inc.	
Masahiro Inoue Director	Professor, Taisho University Professor Emeritus, Shibaura Institute of Technology	
Yukari Urata Director	National Cyber Training Center, Cybersecurity Research Institute, National Institute of Information and Communications Technology	
Yohko Ogawara Director	Associate Partner, Public & Communications Services, IBM Japan, Ltd.	
Tomohiro Okuda Director	Producer, DX Promotion Group (Western Japan District), IT innovation, Inc.	
Takanori Onitsuka Director	Director, Technology Group, Ridgelinez Limited	
Keiichiro Kaneko Director	President, Project People Performance Lab.	
Henry Kondo Director	Tokyo Electron Ltd BizFolio LLC	
Manabu Saito Director	Senior Manager, Social Innovation Lab, Skylight Consulting Inc.	
Keiko Sakagami Director	Project Management Supervisor, Hitachi Academy Co., Ltd.	
Hideyasu Sugihara Director	Chief Consultant, Nissay Information Technology Co.,Ltd.	
Kazushio Hazama 理事	Project Management Association of Japan Assistant of general manager, Kampo System Solutions Corporation Founder and CEO, Tide ONE Limited	
Makoto Fujiwara Director	Head of Security & Technology Consulting Sector Director and Senior Vice President, CISO NTT DATA INTELLILINK Corporation	
Hiroaki Matsumoto Director	CIO, Lawson Bank, Inc.	

Name/Position	Professional Affiliation	
Etsuko Mizui Director	Founder & CEO, EMPower Consulting Ltd.	
Tomoko Yamamoto Director	Lecturer Kawasaki University of Medical Welfare	
Taketoshi Yokemura Director	Professor, Faculty of IT and Business, Cyber University	
Aritoshi Katae Auditor	Advisor, System Cost Management Inc.	
Yoshitake Mishima Auditor	Senior Researcher, Quality Assurance Division, MRI Research Associates	
Yoshifumi Yamanaka Auditor	Self-employed	
Shuichi Ikeda Advisor	President, Positive Learning Co., Ltd.	
Ko Ito Advisor	Adjunct Lecturer, Kyoto Institute of Technology Adjunct Lecturer, Ritsumeikan Asia Pacific University	
Makoto Inaba Advisor	Order management group, Service promotion, JBCC Corporation	
Hiroto Kamba Advisor	President, Kamba PM Laboratory	
Masahiro Kinoshita Advisor	Financial Services, Accenture Japan Ltd.	
Yasuji Suzuki Advisor	President, PM Associates Corporation	
Masanori Takahashi Advisor	Representative, PMPro, Inc.	
Tetsuya Toma Advisor	Professor, Graduate School of System Design and Management, Keio University	
Hidetaka Nakajima Advisor	Consultant, Planet KK	
Nobuaki Fukumoto Advisor	Executive Officer, East Japan Business Headquarters, PSC Inc. External Director, Kyushu Financial Group, Inc.	
Tetsuya Yonezawa Advisor	Representative, ASUKA Professional Engineer's Office	
Tetsuya Watanabe Advisor	Chief Instructor, Learning & Development Department, Hitachi Academy Co., Ltd.	
Yoshiko Watanabe Advisor	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	

List of Corporate Sponsors

As of December 31, 2025

Corporate Sponsor List (120 Companies)

I & L Software CO., LTD.	TIS Inc.
IX Knowledge Inc.	DXC Technology Japan, Ltd.
I-Think Corporation	TechnoSystems, Inc
IT innovation, Inc.	Terumo Corporation
ITpreneurs Japan/Asia Pacific Inc.	TOSHIBA I.S. CORPORATION
ITEC Co., Ltd.	Toray Systems Center, Inc.
i-Learning Co., Ltd.	TOPPAN Edge Inc.
AKKODIS Consulting Ltd.	TOYOTA SYSTEMS
Asana Japan	TRADECREATE., Co., Ltd
Ad-Sol Nissin Corporation	JGC Corporation
Avail Solutions Corporation	Nissay Information Technology Co., Ltd.
Planisware Japan	NS Solutions Corporation
ITOCHU Techno-Solutions Corporation	NEC Corporation
INTAGE TECHNOSPHERE Inc.	IBM Japan, Ltd.
INTEC Inc.	IBM Japan Digital Services Company
INTLOOP Inc.	Japan WillTech Solution Co., Ltd.
AGELESS Inc.	Japan Automatic Development Co., Ltd.
EXA CORPORATION	Nippon Information and Communication
Software Agency System co.,Ltd	Japan Information Processing ServiceCo.,Ltd.
Software Consultant Corporation	Japan Business Systems, Inc.
SCSK Corporation	Hewlett-Packard Japan, Ltd.
SB Technology Corp.	JAPAN PROCESS DEVELOPMENT CO.,LTD
NTT DATA CCS CORPORATION	Net One Systems Co., Ltd.
NEC Solution Innovators, Ltd.	Nomura Research Institute, Ltd.
NSD CO., LTD.	PERSOL LEARNING INSTITUTE CO., LTD.
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