

Activity Guide

JAPAN MANAGEMENT ASSOCIATION



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Committing ourselves to being the foremost promoter of innovative management tools most trusted by industries in Japan as well as other Asian countries

Japan Management Association (JMA) provides management related activities (surveys, research, data collection and publication), human resource development and training, and technological development across the whole range of industries which contribute to the development of the Japanese economy, and to the improvement of the quality of life, thus encouraging the growth of the global society.

In view of the rapidly changing business environment today, JMA supports industries in Japan and other Asian countries in order to facilitate continuous innovation in these industries.

There are two kinds of services we offer:

The first is to support our client companies with the implementation of “KAIKA management” in their operation.

The word “KAIKA” is derived from two Japanese homonyms bearing the meanings of “flourish” and “enlightenment”.

This management approach is comprised of a unique set of strategies which enables a company to simultaneously achieve “individual development”, “organizational revitalization”, and “enhancement of organizational sociability”.

Other services we offer include management tools specifically designed to strengthen the relationship between Japanese industries and other Asian industries, and to create future co-prosperity between firms. We have called this activity “Asia Co-Evolution” where we provide human resource training programs, exchange of business delegation visits, and business matching in Asia, especially in ASEAN countries.

We will keep on innovating and challenging ourselves, striving to be the best promoter of innovative management which inspires confidence in industries in Japan and other Asian countries to earn their trust and respect.

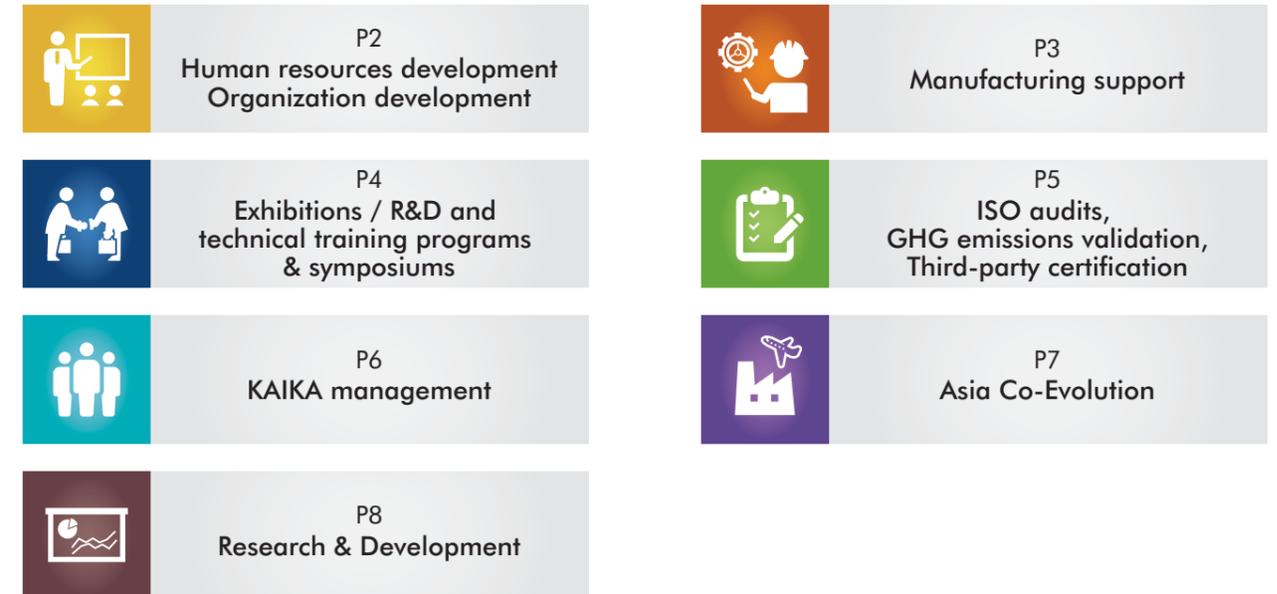
Masami Nakamura
Chairman
Japan Management Association




JMA's activities

On the basis of our thorough management R&D, we at JMA support all kinds of problem-solving in this area by providing services in 4 categories; “Human resources development / Organizational development”, “Manufacturing support”, “Exhibitions / R&D and technical training programs & symposiums”, and “ISO audits, GHG emissions validation, Third-party certification”.

In addition to these 4 categories, we place a particular emphasis on “KAIKA” and “Asia Co-Evolution” in order to render more multilateral business support for resolving management issues.



Corporate membership

JMA has been designing its corporate membership organization for over 75 years, since it was first established in 1942. Currently we are dedicated to serving the business needs of about 1,350 members.

JMA Group

JMA Group — Collective strength to meet all requirements

• TPM guidance, education, information services, TPM Awards



Japan Institute of Plant Maintenance

• English Technical Writing Test, English technical writing education



Japan Society for Technical Communication

• Research, development, dissemination of corporate digitalization



Japan Institute of Information Technology

• IT consulting, software development



JMA Systems Corporation

• General management consulting



JMA Consultants Inc.

• Consigned research, marketing information services



JMA Research Institute Inc.

• Human resources development support, planners and diaries, publishing



JMA Management Center Inc.

• Promotion of group collaboration, building management



JMA Holdings Inc.



Human resources development/ Organization development

We have contributed to actualizing a consistently coherent management philosophy and organization. This approach is centered on optimizing the ability of people who function as the core of an effective corporate management. At least 360 different kinds of public training programs have been carried out more than 1,000 times in total, on an annual basis. In addition, we also provide individual problem-solving support to businesses, schools, and municipalities.



1 Training programs for CEO's and top level executive staff

Along with training programs designed for top and mid-level executives, we also organize long-term programs for the next-generation of executives at all levels. Elite business people from various industries continue to join these training programs to engage in passionate and in-depth discussions on the nature of business management.

Target	Appropriate training programs (Example)
CEO	IMC (Innovative Management Challenge)
Executive	JTS (JMA Top Management Seminar) CDP (Company Direction Program)
General Manager	JMI (JMA Management Institute)
Manager	



2 Training programs geared for appropriate corporate sections and job positions Presentations of advanced case studies in HR development

We provide public training programs and presentations over 1,000 times throughout the year. The sessions include professional development trainings as well as presentations of advanced case studies, individually designed for each department, such as human affairs/human resources education, marketing, and so on. Further, we also provide training programs to improve the ability for respective occupational positions.



Educational programs by department	Educational programs by position
Human affairs / Human resources development Organization development Marketing Sales etc.	For general managers For managers For mid-level staff For entry-level staff
Business skills training programs	Presentations of advanced case studies in HR development
Leadership Communication Strategic thinking Diversity etc.	KAICA Conference Marketing Innovation Conference

3 Individual problem solving (Dispatching instructors, researching, etc.) - For businesses, schools, municipalities

Main subject categories

- Training executive candidates
- Training mid-class and young employees
- Support for making innovation in work style
- Global business workshop
- Structuring educational systems
- Administrative evaluation and more



Manufacturing support

With its commitment to supporting manufacturing and industry since its establishment in 1942, JMA has contributed to enhancing manufacturing capability and generating innovation through conducting research, and through the dissemination and exchange of information on Japanese manufacturing.



1 Training programs for engineers

Based on the belief that the basis of manufacturing is the fostering of motivated human resources, we provide a wide range of training programs to enhance skills and capability for the wide range of people who are engaged in the manufacturing industry.

Production	Procurement/SCM	Planning/Development	Quality
Production technology Production management Production strategy Production planning	Purchase Procurement Development and procurement SCM Procurement strategy	Design R&D Product planning	Quality assurance Quality control R&D Product planning
Human resources development / Organization development			
Human resources development / Organization development / Dissemination of principles / Diversity			

2 Awards ceremony & Presentation on good manufacturing practices

We regularly hold an awards ceremony to honor manufacturing companies which have achieved success in problem-solving in their operation, and we also organize meetings for the award-winning companies which give a presentation to share their unique success stories.

- JMA GENBA Management Conference & Award in Thailand (Bangkok)
- Front-line Supervisors' Meeting (Held in Nagoya, Fukuoka, and Sendai)

Front-line supervisors give a presentation on good management practices of their own companies. Then the best practice was chosen by a vote of the participants in the meeting.

■ GOOD FACTORY Awards

GOOD FACTORY Awards is held to honor a factory for its achievement in enhancing productivity and quality in Japan and other Asian sites, as well as for its achievement in creating successful results in improvement activities on the site of the factory.



3 Certification of manufacturing

We provide the following three qualification examinations and certification for manufacturing related skills of examinees.

<CPE>

- For production engineers



<CPP>

- For procurement professionals



<CPF>

- For front-line supervisors





Exhibitions / R&D and technical training programs & symposiums

We have contributed to vitalizing industries worldwide by means of exchanging and disseminating human resources, goods, and information. The services we provide range from organizing about 30 kinds of B-to-B exhibitions and over 50 kinds of technical training programs annually by supporting companies to participate in and visit overseas exhibitions.



1 Professional business exhibitions

From the manufacturing and infrastructure industry to food and service industry, we hold 30 kinds of B-to-B exhibitions throughout the year for the purpose of promoting industries by grasping the needs of the society and the times, accurately and promptly.

Industrial categories of the exhibitions held

Tourism and Food	Manufacturing, Plant Equipment, and Infrastructure
Housing, Building, and Comfort Environment	Food Processing, packaging and Logistics
Agricultural Business	Medical and Welfare
Environment and Energy	Industrial Technology
Transport and Vehicles	OEM and Private Label

FOODEX JAPAN

JMA has organized the FOODEX JAPAN gathering every year since 1976, which is one of the Asia's biggest exhibitions focused on food and beverages, with international participants from about 80 different countries.

2 R&D and technical training programs & symposiums

We disseminate useful information on the state-of-the-art technologies and organize a variety of training programs and symposiums regarding R&D management.

Main subject categories

● Individual technologies

Motor technology, Power system technology, Product safety technology, Machine tool technology and more



● Research and Development

Trainings for leaders in development and research section
Trainings for innovation capability development and more



● Technical English

English language trainings for engineers (Drawing, spec sheets, presentations)



3 Support for joining overseas exhibitions (Exhibition organizer: Deutsche Messe)

Deutsche Messe

In 2015, JMA formed a partnership with Deutsche Messe, a German corporate which is one of the world's leading exhibition organizers. We support companies to participate in and visit various exhibitions organized by Deutsche Messe including HANNOVER MESSE and other ones held in Hannover, Shanghai, Chicago, etc.

Exhibitions held by Deutsche Messe (Example)

HANNOVER MESSE / CeBIT / CeMAT



ISO audits / GHG emissions validation Third-party certification

As a professional in the area of audits, we have contributed to the enhancement of product/service reliability and also corporate value through providing ISO audits and registration, ISO training programs, and validation of greenhouse gas emissions.



1 ISO audits and registration JMAQA

We provide 15 kinds of ISO audits and registration services for enhancing management quality. Using the management system standards as "management tools", the auditing is conducted with the intent of achieving continuous improvement and management goals.



Quality Management System
ISO 9001(QMS)



Environmental Management System
ISO 14001(EMS)



Food Security Management System
ISO 22000(FSMS)



Food Safety System Certification
FSSC 22000(FSSC)



JFSM Certification Scheme
JFS-C



Medical Devices-Quality Management System
ISO 13485(MD-QMS)



Information Security Management System
ISO/IEC 27001(ISMS)



Occupational Health & Safety Management System
ISO 45001



Japan Good Agricultural Practice
JGAP/ASIA GAP



Market Research Service Product Certification
ISO 20252(MRSPC)

We offer audits and registration services in 15 kinds of ISO including the above-mentioned. (As of March 2018)

2 ISO training programs

Upon the basis of knowledge and methods regarding management which JMA has accumulated for a long time, we provide ISO training programs 100 times in total through the year.

Main subject categories

● ISO9001 • ISO14001

- Training assessors
- Training internal auditors
- Training new secretariats
- Basic knowledge
- Explanation of standards

● Food safety

- Training FSSC22000 internal auditors
- Explanation of FSSC22000 standards
- Explanation of food safety laws and regulations
- Food safety symposium

● ISMS

- Training internal auditors
- Explanation of information security laws and regulations
- Basic knowledge



3 GHG emissions validation and verification services

We, as a third-party certification body, provide professional services for validating GHG emission in a impartial and neutral position.

Validation of disclosed greenhouse gas emissions

● Validation of CSR reports / Validation of CDP

We issue a third-party validation report by validating greenhouse gas emissions (Scope 1.2.3).

Validation corresponding to a wide range of regulations

- Audits and validation of overseas CO₂ reduction / removal project (Joint Crediting Mechanism)
- Audits and validation of systems of emission-reducing activities (ASSET) in a company
- Audits and validation of the J-Credit Scheme (Absorption amount of CO₂ and reduction amount of emission by forest management)



Since 2012, JMA has been actively disseminating the KAIKA management approach which sets the broadening of awareness of social issues as the central axis of good management.

KAIKA has a message for Japanese companies that awareness and action as stated below are essential to good management.



1 KAIKA Awards

We present an award to the company which has practiced the KAIKA management by working through the challenges of developing a diversity-oriented organization, of enhancing employees' understanding of the KAIKA management approach, of generating innovation in its management, and of solving social issues.



2 Research & Study

We provide tools with which to carry out the KAIKA management through research and issuing books and reports on the KAIKA management model with practical examples (KAIKA Award-winning cases, etc.).



3 Solution & Action Support

We diagnose the KAIKA level of a company to find out its core issues to be solved and support the company to implement KAIKA management philosophy, strategies and procedures.



Japanese industry has had to face a wide variety management challenges and, over time, has developed effective strategies to deal with the problems of the ever-changing business environment.

This know-how which the Japanese industry has accumulated over time is now being used for problem-solving across various industries and society in Asia in the context of its rapidly growing economies.

We believe it would also be beneficial for Japanese industries to have the necessary skills to actively deal with problem-solving in Asia.

JMA makes continuous efforts to connect Japanese businesses with Asian economies by providing the unique services described below.



1 Research & Study

Our country-wise and industry-wise consultants support Japanese companies which are aimed at broadening its business region to Asia by assisting in conducting on-site market research and creating appropriate business strategies.



We also provide study tour programs and coordinate business matching events with local companies throughout Asia.

2 Human Resource Development

We organize seminars and lectures to provide various types of information about Asia and offer training programs to companies individually.



These services are designed to foster and exchange human resources which can then play an active role in business in Asia.

3 Conferences

Main subject categories

- Presentations of good case studies by leaders in Japanese companies in Asia
- Problem-solving symposiums in collaboration with governments, academies, and industries in Asian countries and more



Research & Development

JMA's activities are always done on the basis of an accumulation of research and study of management by a practical and empirical approach.

We continuously seek to deepen this research and study, followed by the dissemination of proposals which can be guidelines for the most suitable business management techniques in the industry.



1 Research on management / Issuance of research report

We conduct the "Management Challenges Survey" once a year in order to identify management issues which Japanese companies have run into, so as to provide suitable tools to establish effective guiding principles in management.

We also issue a wide range of research reports related to human resources management and manufacturing.



2 Management innovation proposal

We study the background of important social and management issues which companies and entire industries struggle with on a moment-to-moment basis, and present professional proposals for the direction of problem solving and specific countermeasures which companies can effectively utilize.

A management innovation proposal called "Practice of KAIIKA management" was launched in 2017.

It redefined the modality of organizational operation and came up with a new concept of values regarding "people, organization, and society".



3 Issuance of a monthly journal "JMA Management"

JMA Management is a monthly journal regarding management in which we disseminate information about management issues, management technology, business skills and working knowledge, as well as timely announcement about activities of corporate members' and JMA's.



History of JMA

JMA was established following the lead of the Japanese government in 1942 in order to drive the movement of "Noritsu" in the Japanese industry.

The Japanese word "Noritsu" means to efficiently optimize the ability of people, as well as the quality and performance of technology, and also the functionality of industrial materials.

Out of these 3 sets of meanings, JMA especially thinks that the ability of people is of paramount importance with virtual unlimited potentiality.

Based on this belief, JMA has extensively assisted in problem-solving in Japanese industry for more than 75 years, since the time of its establishment.

History

Since establishment until the 1970's

The Japan Management Association (JMA) was established in 1942. JMA contributed to enhancing production for a large number of factories by conducting analyses of their productivity, and providing training programs to foster their production engineers. Following the development of the Japanese economy, we at JMA diversified and extended our line of services to include issuing a diary planner named "Noritsu Techo", providing human resources development programs, and organizing exhibitions such as "Maintenance Show" and "FOODEX JAPAN".



In the 1980's

After studying the background of the management issues of various companies and industries, JMA began activities to make recommendations for these firms so that they would be able to follow a different course of action for better management. "Management of Global Optimization", a proposal for management innovation, was announced in 1987.



In the 1990's

JMA Management Institute (JMI), established in 1990, is an institute designed to train selected next-generation leaders. Also, JMA Quality Assurance Registration Center (JMAQA), an ISO certification body, was established in 1994 in response to the social demand directed at industries to follow global standards in various aspects in their operation.



Since the 2000's

Based on the understanding that research, development, and innovation constitute the foundation of enhancement of the Japanese industry's competitiveness, the Japan CTO Forum was inaugurated. The forum is regularly held, and many of chief technological officers (CTO) from Japanese leading companies participate in the forum.



Since the 2010's

On the 70th anniversary of the foundation of JMA in 2012, "Proposal of Co-Evolution" was presented. Based on the vision, a concept named "Asia Co-Evolution" was announced based on the belief that co-prosperity of Japan and the other Asian areas would be achieved by the Japanese industry's involvement in problem-solving for Asian businesses.

Around the same time, a proposal called "KAIIKA management" was also announced. The concept of KAIIKA management is aimed at diversifying management by stimulating the creation of new ideas in business with an eye on organizational co-creation with society and social problem solving.

