# *2020 Annual Report*
Regis Inc. & The Open Group & CRM Association Japan

Chapter I . ReGIS Inc. activities For The Open Group:

Preface; I have been doing this Annual report work nonstop to today since 1965 right after I had responsibility in Airline business in IBM. I needed to report to IBM Airline director in English. I am happy that I am still contributing for my customers and my fellow friends.

Subject; Model Change from "Face2Face" to "DX-Remote Virtual Learning & Meeting" ---As New Normal for default operation if in any emergency cases should happen.

Figure #1; ReGIS Transformation for The Open Group
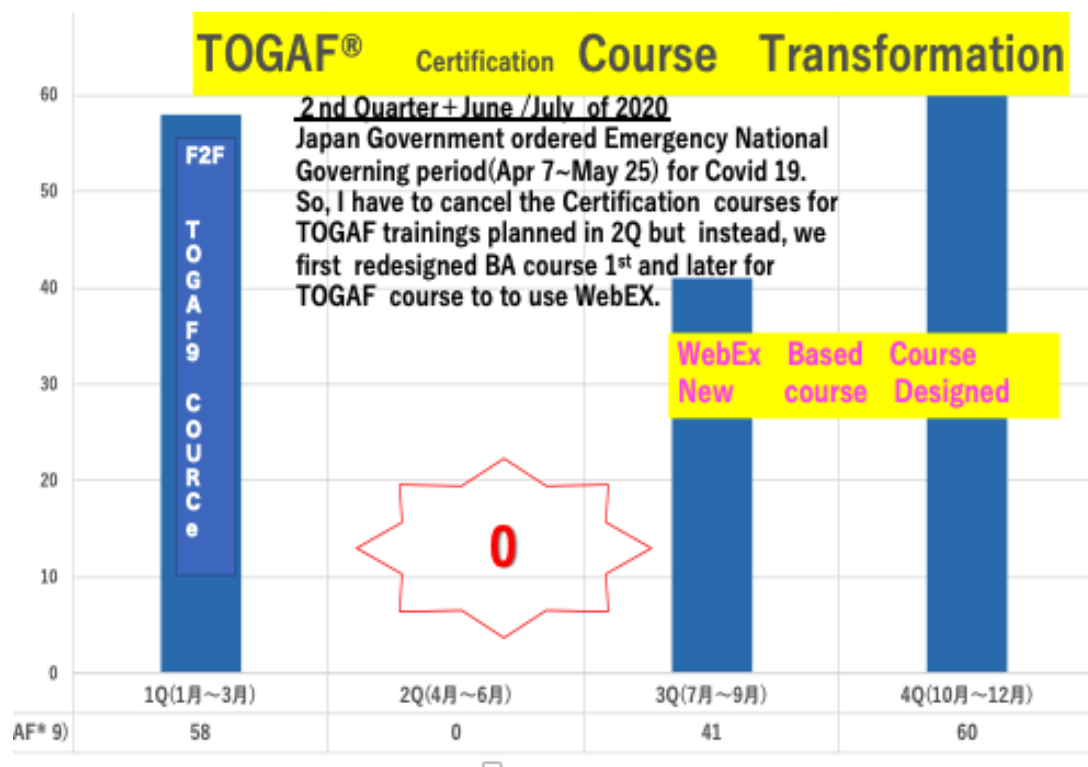
Please refer upper Figure: #1.

We invested in 2 ways, one is the course way contents revalidation all several thousand pages to adapt with new version up and adaptivity to Virtualization of education via Remote education accesses from homes with security concerns. We also strengthen the new broad casting techniques and yet adapting flexibility avoiding security issues including hands on of teaching and support staffs using COVID-19 stormed 5 months (April, May. June and July, Aug).to do the following:

(1) *our staff time and my time to re-architect our training materials 0f TOGAF, Business Architecture, ArchiMate 3.1, O-DA 2.0 are for The Open Group? ReGIS Inc., 65% of its' work, has been and will be related for The Open Group certification of The Open Standards such as TOGAF, ArchiMate, Business Architecture, O-DA and others. New requirements are the changes to be used for virtual Class from home or satellite offices.*

(2) *To do that, ReGIS was lucky because for CRM country operation, we had been using WebEx since 2007 for linking local CRM member people to attend Tokyo CRM Forum from local cities. But now with CORONA, we decided to go remote way using WebEx, as possible as we could. We studied WebEx new version not only CRM but all ReGIS Inc. Operation, even including my advisory work for Kyoto university, and The Open Group Certification Class room.*

(3) *All IT companies, all Japanese large company requested us to have their employees to learn from their home or from remote offices for any education days. Thus,*
   we needed to change the Contents to be able to use much productive and effective way for students, we lecturing person have to add cozy trick here and there. We have to create a series of new idea, trials and small but creative changes over several thousand pages of lecture books.

(4) *So please review Chart # 1 bellow: How we did it in ReGIS Inc. in 2Q plus 2 months, when no courses were recommended to open in accordance to the government strong guidance, This Info graphic is limited to TOGAF Only statistic worked for The Open Group in Japan.*
   So, we need to study new release of WebEx and learn use ware to scale up and high capability to manage security management.

THE OPEN GROUP   一般社団法人 CRM協議会
                                  CRM ASSOCIATION JAPAN
                                  CUSTOMER-CENTRIC RELATIONSHIP MANAGEMENT

                                  ReGIS inc.
                                  Research Environment for Global
                                  Information Society, Inc.

We asked NTT group, my long-term partner since my IBM time to now, to help guide us because NTT is concentrating WebEx use as NTT HQ's direction from her fundamental security capability.

If Marketing was too much emphasized on EOU, but EOU without security scrutiny becomes the sweetest honey spot for bad guys. Thus, we need to upgraded WebEx and we need to train our staff to well accustomed to virtualize our communication events using high class room functions of WebEx and protected by strong personal security well protected.
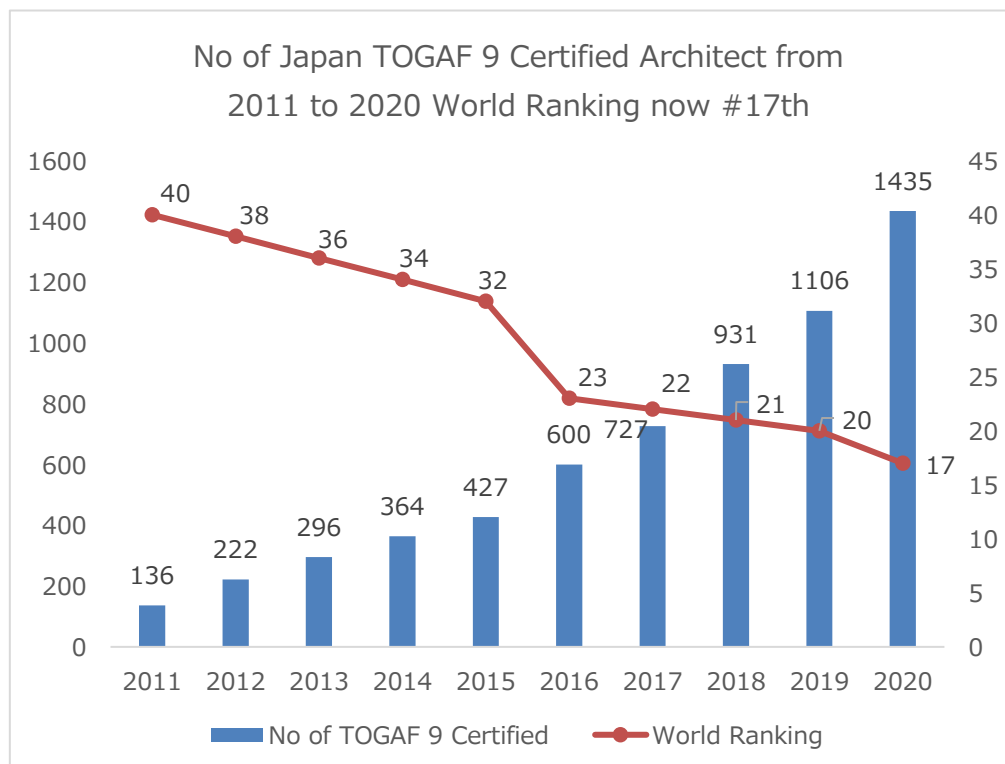
WebEx, not like the other failed case "Z" who seek too much on EOU and marketing in B2C approach and discounted the B2B requirement of Security and governance

We made business recovery luckily in the last quarter.2020 and hoping coming 1Q 2021 should be the good quarter.

Please see the chart #2 of TOGAF Certified for 10 years:

Figure#2;
This figure includes over 200 persond from NTT Global (excluding NTT Data) and over 150 persons from Fujitsu Global (excluding Japan). In other words, there are 140 Intra-Japan companies who got TOGAF certifications for a total of 1,200 persons certified.

No of Japan TOGAF 9 Certified Architect from 2011 to 2020 World Ranking now #17th

No of TOGAF 9 Certified: 2011: 136, 2012: 222, 2013: 296, 2014: 364, 2015: 427, 2016: 600, 2017: 727, 2018: 931, 2019: 1106, 2020: 1435

World Ranking: 2011: 40, 2012: 38, 2013: 36, 2014: 34, 2015: 32, 2016: 23, 2017: 22, 2018: 21, 2019: 20, 2020: 17

Chapter II .ReGIS & 2020 Open Group -J Operation and Open Topics
F2F GIS Forum Tokyo #118

2020 Jan 22nd; we had the first and last Tokyo American club Forum sponsored by ReGIS Inc., Co-sponsored by: CRM Association Japan/The Open Group Japan

Date & Time: January 22, 2020 (WED) 11:00 -- 14:00(10:40 Reception)

Place: Tokyo American Club (2-1-2 Azabudai, Minato-ku, Tokyo) Brooklyn II&III B2F

<<Program>> Tokyo American Club Brooklyn II&III B2F

M.C.; **Kiichi Kawano,** *Adviser, ReGIS Inc.*

(1)**Opening Address "Challenge to 2020- Global! Open! CRM (CCRM)!!"**

> **Junkyo Fujieda,**
>
> *Chairman, CRM Association Japan*
>
> *Chairman of The Open Group Japan, CEO*
>
> *President, ReGIS Inc*

(2) **Opening of Guest Speech**

> **Mr. Yoichi Ogasawara,** *Deputy Director-General,*
> *Commerce and Information Policy Bureau, METI*

> *"Japan-where are you going? 2020"*
> **Mr. Masatoshi Toriihara,**
> *Former Vice Chairman, Japan Society for the Promotion of Machine Industry*

> **Mr. Noritaka Uji,**
> *Former Vice President, Representative director, Nippon Telegraph and Telephone Corporation*

> *He showed your challenge ex. the business ecosystem corresponding to the new business and environment change, the investment in innovation including AR/AI/Fintech and so on.*

Mr. Yoichi Ogasawara,
Deputy Director-General,
Commerce and Information
Policy Bureau, METI

Mr. Masatoshi Toriihara,
Former Vice Chairman,
Japan Society for the Promotion of
Machine Industry

Junkyo(Jack) Fujieda

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Mr. Noritaka Uji,
Former Vice President,
Nippon Telegraph and Telephone Corporation

M.C.; Kiichi Kawano,
Adviser, ReGIS Inc.

Mr. Makoto Hayashi,
Director, Global Insight

(3) *"My thoughts on the guests' "the challenge of 2020"*
  "About 「O-DA」 Ver.2.0- World standard from Japan"
  Junkyo Fujieda, President, ReGIS Inc.

Dr. Shoji Kajita,
Professor
Kyoto University

Mr. Kazuhiro Uchida,
President,
SAISON INFORMATION SYSTEMS

Mr. Tooru Kitahama,
Director
Sojitz Corporation

Mr. Shinichi Nakamoto,
Director,
Vision Inc.

Mr. Hiroaki Kabashima,
President,
LTS, Inc.

Mr. Koki Shimada,
CEO, SyntheticGestalt Inc.

Yoshiro Hayashi,
Adviser, ReGIS Inc.

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(A)ReGIS FORUM: Full Virtual Remote Ivent; GIS FORUM TOKYO #119

   We had Open Summit 2020 Dec., 2nd as a big full scale virtualized last GIS Forum for 2020, kicked offed by Opening Speech by METI Deputy Director, Ms. Rie Matsumoto and followed by Opening Speech by my long-standing partner, The Open Group President & CEO, Steve Nunn and all from remote entry well done at the late night from San Francisco, After Steve, I covered followed "CX" is to create innovated Customer Value finding through customer centric empathizing process creating the understandings the causes of these keen pains as much as 5 and once got the causes, revalidate there one layer deep the root causes can you find in minimum 2 layers, one is logical another is Custom based reasons, i.,e, people or organization culture reasons. Once you find those, get the solution for those pains and the happy comes up. Happy is minimum absolute of "Pains" negative Value" multiply minus 1.0.
Make it positive value if you provide solution in minimum cases. Of course, you can propose more value added to the point of your customer's willing consensus.

   And use an much early as possible "detect and correct" at EAP at Architecture time, then you can contribute your customer Early enough to adds value to customer in agile "Time to market" in time to keep promise or make a better profit if in case advance the cut over date.t.
   DX is the technology to find problems and solutions. And one more transformation is to use "Re-usable building blocks"; i.e.," Soul of TOGAF" like Lego. In The Open group, we say, use as much as possible Cloud, as open as possible, reuse and reuses. Don't try to create by yourself until you could not find any good standard option for open us. Must use "Open standard, at least target issues are within "Inter- operability and QOS ".
   If issues are completely independent from two issues the you do not hesitate to develop your own technology as a first man to claim and make yourself, still you have an option to make it open and do it as your propriety matters with Patents but try to seek the possibility of "Re-Use and OX(Open Transformation)

   Open Summit 2020 on Dec., 2nd as a big full scale virtualized last GIS Forum for 2020,

(1) Ms. Rie Matsumoto;
   METI Deputy Director, made an Opening Speech on DX direction.

(2) Mr. Steve Nunn;

  The Open Group President & CEO, *my long-standing partner, and all from remote entry.*
  From the world and in Japan from many cities using WebEx well done, at the late night from San Francisco.

Junkyo(Jack) Fujieda,
CEO & President, ReGIS Inc.
Chairman of The Open Group-Japa*n*

Mr. Steve Nunn,
President & CEO
The Open Group

M.C.: Masao Kodama,
Director, CRM Association

(3) Jack Fujieda *covered After Steve as follows:*

"CX"is to create innovated Customer Value finding through customer centric empathizing process creating the understandings the causes of these keen pains as much as 5 and once got the causes, revalidation of the causes are there one layer deeper the root causes can you find in minimum 2 layers, one is logical, another is Custom based reasons, *i.,e , people or organization culture reasons.*

  Once you find those, get the solution for those pains and the happy comes up. Happy is minimum absolute of "Pains"negative Value multiply(-1.0)Make it positive value if provided solution effects in minimum case, Of course you can propose much higher value added to the point of your customer's willing consensus.

  Enterprise architecture *shall be used to validation for errors finding, as much early, as many as possible "detect and correct" just because 70% of Software errors came out from Architecture phase but could only find 3.5% only. If you find more error in early time, cost is only X1, if you find at Customer premises, cost go up 3o X for average complexity, higher complex cases, it goes up 44 X. Thus the causes of errors at EAP at Architecture time got off., then you can contribute your customer Early enough to adds value to customer in agile "Time to market" in time is always welcome but you can advance the cut over date to much so that customer can*

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appreciated unexpected value per days advanced, only if your application architected has Value stream as high as possible.

*To make it work, you first measure your application value via TOGAF enterprise architecture progress through ADM and **O-DA 2.0** which reduce your un-necessary tests and failures at customer premises even more that 20% of software errors got burst out.*

DX is the technology to find problems and create solutions with business model innovation.

And one more transformation is to use "Re-usable building blocks" i.e.," Soul of TOGAF" like Lego. In The Open group, we say, use as much as possible Cloud, as open as possible, reuse and reuses, don't try to create by yourself until you could not find any good standard option in open use, at least issues are within "Inter- operability and QOS".

If issues are completely independent from two issues then, you do not hsitate to develop your own technology as a first man to claim and make by yourself, still you have an option to make it open or do it as your propriety matters with Patents but try to seek the possibility of "Re-Use and OX （Open Transformation）by Ms. Atsuko Oka, Corporate executive made speech on Why and How NTT plan to utilize the standards power for their DX and CX.

(4)Mr.Norishige Morimoto,

IBM-J CTO and Lab director of Japan, origin is from Watsons Lab, my long-term R&D friend. His Quantum story, every year getting well progressed. His speech no paper distributed only on the fly. His theme is "IBM R& D View before 2030."

(5)Mr. Shunsuke Baba,

Corporate Head of One ERP+ Global Head Office, made a right on the theme on EA(TOGAF) for DX developed 3 customer scenarios models together with key TOGAF architect together using heuristic user driven Systems Engineering back ground. Transform SE to Architect for New Net value increase for customer. How much!

(6)Ms. Atsuko Oka,

Corporate executive made speech on Why and How NTT plan to utilize the standards power for their DX and CX.

(7)Mr. Koichi Hanada,

Last speaker; Director, Mizuho Securities Co., on "Advanced F2F sales Model"was selected as a Best Practice Model 2020. Excellent innovative jobs. Not completed but success is in continuity improvement.

Now, I would like to I would like to say Thanks a million to young executives two each from NTT Group and Fujitsu Group for their performances for TOGAF & ArchiMate ; O-DA for NTT and TOGAF& O-DA for 2020 and expect Fujitsu more in ArchiMate & O-DA in 2021; Both Open Transformation needed top down driver!

Chapter Ⅲ:OX(Open Transformation) Project Progress.

-Mr. Ken Komazawa;

TOGAF Architect; DX program director of NTT Group reporting To Ms. Atsuko OKa, deputy Group CIO, Ken and Oka san are the key contact officer as gold member of The Open Group.He has a long range view how to use CX,DX, OX

-Mr. Ken Senoo;

CRM, program Director, NTT COMWARE CORPORATION & CRMA-J NPO Board member.

-Mr. Shunsuke Baba;

The Open Group Board Member, nominated Director, Young top SE back ground executive.

-Mr. Hideki Hara;

Senior Manager, TOGAF Architect; Program director, Alternate Open Group board member. our counterpart over 2 year.

My best recommendation is "Before DX, CX(Customer Pain points Transform to Joy) needed ; before CX you need OX (That is to use Open Standards & O-DA 2.0 to avoid redundant Muda and Muri by TOGAF and ArchiMate for increase Net Value to the customer."

(1) NTT Group; *Regarding TOGAF Training, NTT Globally is now **No.2 in the communication industry in the world, having 350 plus at the end of 2019 one year ago, chasing up No.1 Verizon at that time, TOGAF certified was about 500 .3rd and 4th are** Vodaphone group 314 and BT 304 are very close and German T-Mobile are already there at 211. very competitive.*

(2)FUJITSU Group; Training and project TOGAF Certification in Japan, No. 2 TOGAF certifications is Fujitsu, as the and Hara Senior manager, Alternative board member for 2020 Both worked together to provide many Fujitsu Japan HQ and field SE people to go up over and above 250 people at the end of 2019 certified., Majority of 2020 about 115 from Japan via WebEx based TOGAF will be install for Japan Fujitsu. they studied from home.
When we compared from 4 years ago of Fujitsu, about 50 people in the world but It was a great jump up 5 times in 4 years.

Important point is not the cost cut, better to increase the added value to your customer by that capability increase and resulting in more powerful value increases which produce the foundational innovation for the future growth of business power and quality.

(3)O-DA 2.0 Standard Initiative, we Open group Japan team has been doing since 2018 August, at that time, my volunteer members are my staff and other 5 all 7 members only. Lecturers are Dr. Shuichiro Yamamoto and me only talked about 2 days and 3rd days for a trial tests. But now members are grown up to 17 corporations 30 Architects and ArchiMate certified people of Japan.
It was the most heavy effort governed by me and guided by Kiichi Kawano and Mr.Kiyoto Onodera(TOGAF Lecturer) and Most importantly, project leader, Mr. Kyoichi Matsuzawa (IBM), core leading teams are Mr. Jun Yoshihara (Saison Information Systems), Mr. Hisaya Sakashita (LTS) and Mr. Kenchi Kobayashi(T-GAS), Mr. Masaki Domukai(NTT Comware), plus Academic advisor, Hornarable. Professor Nagoya Univ., Professor Shuichiro Yamamoto, Kyoto university, Professor Shoji Kajiata, Nagoya University Professor Takaaki Aoki.

Targeting to develop solution standard on Dependability pain points of poor Detect to Collect ratio at the Architecture time using Dependable TOGAF flamework with several Grids gages and check meshes at Software architecture time at Early As Possible and as much as possible.

NTT HQ, NTT COMWARE, ReGIS Inc., T-Gas, IBM, LTS, Fujitsu, Rococo, Jimuco, Rabca Soft, Sompo Japan, Saison Information, Asahi Techneion , Mizuho Trade, Kyoto Univ., Tata Consulting, Nagoya Univ., SIOS, Total 17 organization & companies are collaborated in voluntary way as normal Open Group way in Japan.

We need Non Japanese companies to volunteering with us AEAP. This 2021 and on. We are targeting to close O-DA Version 2.0 proposal and start global user cases feed back routines in 2021 4Q or 2022 1Q. We would like to have some interested companies of The Open group members to become the members of the team of use cases development.

(1) Using WebEx Systems was a consensus from NTT Group and Fujitsu and operational visible errors are none encounter except from US to Japan communication problem but we switched alternative voice and we achieved a better than expected feed back on remote courses of TOGAF 9.2 education and received a several new name accounts such as NEC's large subsidiary co. Salesforce, Service now, Tokyo Marine Insurance, Deloitte, PWC as well as our old several customers like HP, Oracle, Yokokawa Electric come back with new employees.

(2) The biggest challenge is to have IT Departments to become much Profit awareness and end user department to innovate their new business models to increase their added value to their customers with scientific approach using new data with new value stream, so, we developed the Remote methods of teaching TOGAF and ArchiMate except tests as on site from security reason.

(3) On WebEx, Systems and operational errors are zero and Business achieved a great outcome of TOGAF 9.2 education to new name accounts and old several customers from foreign Insurances companies in Japan and ReGIS member companies and The Open group member companies including but not limited to Fujitsu Platinum member (Board member of The Open Group).

(4) Current Open Group Members in Japan are only 13 companies;
1 Platinum Member, Fujitsu.(Japan had Fujitsu. Hitachi both 26 years, NEC 16 years stayed active as a board members before 2009~10 Financial shock), 2 Gold members,(NTT Group HQ Global CIO Offices for all CX, DX, HR, Skill Management etc) and ReGIS Inc.(23 years);9 silver members; Nissan, Yokokawa Electric, Kyoto University, Nagoya University, Asahi Techneion, Rococo, SIOS, Japan Oil, Gas, and Metals National Corp. and LTS) , We need all by industry level No. 1 to 3 companies's next stage CTO or CIO has to be at the open Group meeting as a gold member (Means any of 10~15 standards forums he or she from gold member can join and study there, Today, there are 700 members from the world.

All top top companies by industry, top top young people are attending Virtually or physically better to be the members and report back to your counter part of Government and Industry to keep up Japanese Industry competitiveness for SDG target in a long run.

Without having industry standard systems to share the process by standard and decrease Muri Muda and innovate your strategy and challenge the global competitions to compete who are the better and best players of using the Open standard. This is the game every industry top people have to learn.

(5) *But instead, starting TOGAF, I taught more than 140 companies and got TOGAF 9 only 1450 certified architects globally and in Japan only, I certified 1400 architects of TOGAF 8 and 9 combined including a few Japanese big Insurance companies, Tokyo Marine Insurance, Sompo Japan are just starting but almost all Foreign Insurance companies in Japan, ReGIS had taught almost of all certified people leader is AXA. Other large company from 10 more years ago started to teach NTT R&D, NTT Comware are leader, East for CRM, NTT Docomo, NTT West, NTT, and Fujitsu Corporation on DX with IoT and Modernization with Open standard Direction. NEC, IBM, Oracle, Salesforce, Service Now, Deloitte, PWC are sending their Partner level guys start getting certified.*

(6) *The biggest challenge is to have IT Departments to become much Profit awareness and end user department to innovate their new business models to increase their added value to their customers with scientific approach using new data with new value stream, so, we developed the Remote methods of teaching TOGAF and ArchiMate except tests as on site from security reason.*

(7) *There are about several but the company name never heard are registering started. WE welcome, the old classic IT Office management and SEs are needed to get overhauled ASAP but send younger future board candidate and younger guys over 30ˢ and 40s and ask them to build New Enterprise for you, not too much DX but more for the vison in 10--15 years of changes in that sub sector. By TOGAF and ArchiMate.*

(8) *As last on ReGIS Inc., Mr. Akira Fukushima who had been my friend for 30 years being at Tokyo Gas IT department as a president of IT Company President more than 10 years and came to help me as an volunteer adviser to me since 2015 April taking the many translation projects as a leader on New TOGAF 9.1-9.2 version*

Class Manager, ArchiMate and Business Architectures and last job was his contribution on ArchiMate version 3.1 and left us to help his family issues and totally retired from ReGIS Inc.,

(9) *Please join us Akira's wonderful contribution to help me and The Open Group TOGAF and ArchiMate courses as I reported Figure#2.*

Now, Kiichi Kawano, Akira's two years followers of Tokyo university IT Management class, then moved to Fujitsu HQ and Fujitsu defense Systems company for 4 decades and finished after years of president of Fujitsu Defense System company and joined us after 2016 July as my adviser.

We also have a senior researcher Ms. Rieko Koshio (X-IBM Program Director of delivery) since 2017 April. She helped us on IT4IT & ArchiMate 2.0~ 3.1
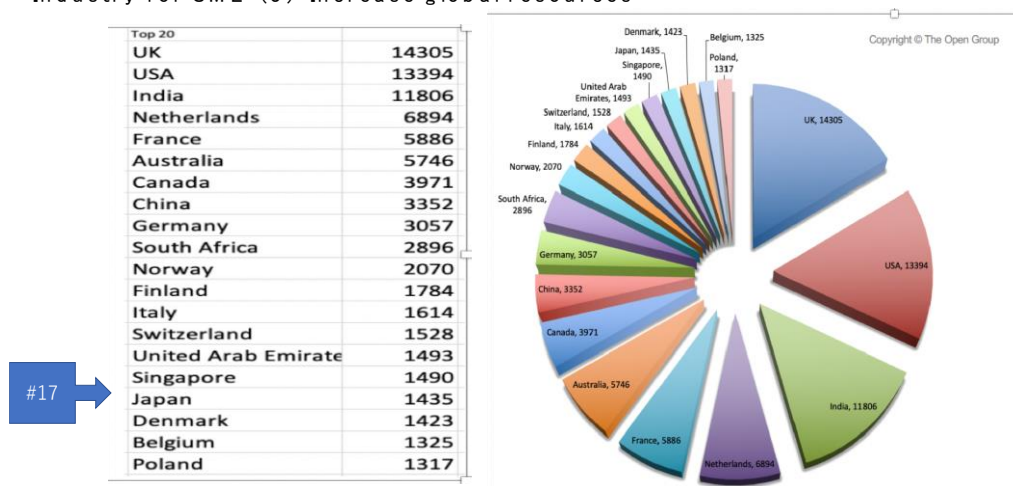
(10) *We have outstanding TOGAF lecturers, Two Top now. They are Professor Shuichiro Yamamoto and Kiyoto Onodera on TOGAF & ArchiMate.*

Let me thank all of my staff of ReGIS and Volunteer supporters to the Open Group for all hard work fighting against the COVID-19 pandemic.

Figure #3;
Information from Steve Nunn, CEO of The Open Group presented at ReGIS/ Open Group /CRM Joint Forum #119 at Dec. 2nd

Global TOGAF.ArchiMate Competition ,Japan Need to be much competitive: (1) Look ahead 10 years by TOGAF-Large IPOed (2) Shared IT standard by Industry for SME (3) Increase global resources

Top 20	
UK	14305
USA	13394
India	11806
Netherlands	6894
France	5886
Australia	5746
Canada	3971
China	3352
Germany	3057
South Africa	2896
Norway	2070
Finland	1784
Italy	1614
Switzerland	1528
United Arab Emirate	1493
Singapore	1490
Japan	1435
Denmark	1423
Belgium	1325
Poland	1317

-Source : The Open Group;Dec.2020

We Japan shall challenge to go up to 16th as minimum,15th as optimistic challenge by the end of 2021.

The Open Group 3 Quarterly Conferences were all virtual except January one in USA, San Antonio, Texas; That became my only one overseas travel this year.

During my 59 years business experiences started in IBM, 1961, Total overseas trips counted more than 340, with average 5.6 times a year.

*This year overseas trip is only one time only back to my 1st time in NYC stay 2 months in 1962.My highest oversea trips were 16 times a year in CSK time as CEO of CSK Inter-national co. In ReGIS, In the open group, TOGAF Version 1 was developed on the basis of TFIM (**T**echnical **F**rame work for **I**nformation **M**anagement which had been stem out from "Recommendation Report to DOD at Upper/Lower Congress. Core contents stemmed from SOP, BSP, MITRE and X- IBM members are in the core). That TAFIM was handed to The Open Group from DOD to produce standard for Government and Industry use. TOGAF started was released in 1995 as version1.*

We had started Japanese translation for The Open Group and TOGAF education from Version 8 which included officially Business Architecture from 2008 and taught 240 peoples but TOGAF Version 8 do not have a certification test established as a proof of standard. Practitioner. I started The Open Group Japan in 1998 and started teaching TOGAF Version 8 from 2008.
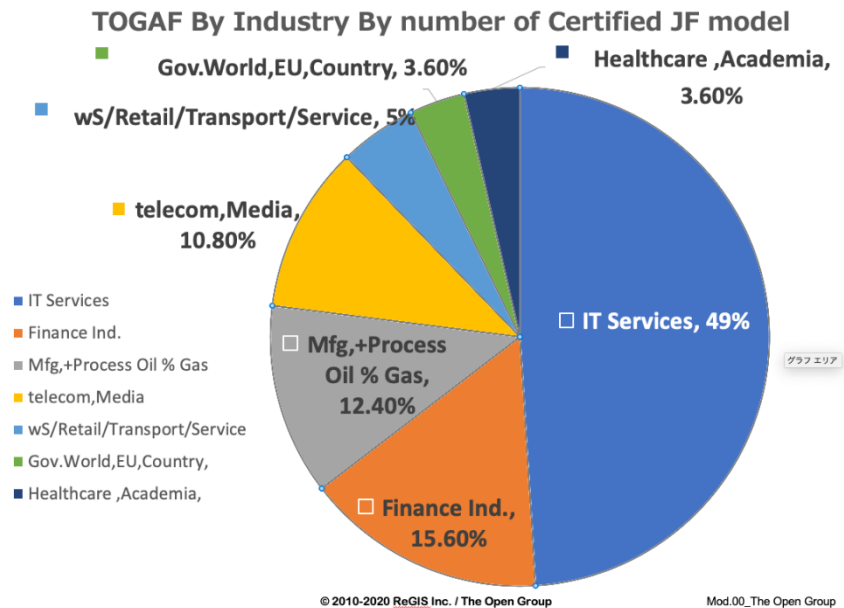
Japan progress of TOGAF since 2011~2022, TOP Japan Contributors No. 1 is NTT Group, 2nd Fujitsu group, 3RD Saison Information System ,4th TCS Japan,5th Japan HP group, 6th CISCO-J,7th Oracle, 8th Nissan, 9th IBM-J ,10th EMC/ Dell, etc.;

We need any body to do digital transformation, you need CX, DX and OX (Open Transformation) together. There are 3800 Japanese Public companies of Tokyo stock exchange Listed Companies., already, out of those top companies now many companies whose overseas revenue is more than 10% up? They should train TOGAF in Japan and guide overseas companies to synchronize the IT Management for optimization and use the same strategy to lead their customers by CCRM.

We need more end users' companies to study Enterprise Architecture using TOGAF and ArchiMate 3.1.Please See the end user who are very high level using TOGAF by industry.

Figure #4;

Global TOGAF Users by 7 Industries Study made by JF: Breakdown of top 20 global companies by segments on TOGAF 9,0.

Please look at the world by industry use of TOGAF certification total just passed 120K and TOGAF & ArchiMate Archi down load exceed also 100K, so, one TOGAF one Archi combination is a real great symptom.

TOGAF By Industry By number of Certified JF model

- IT Services, 49%
- Finance Ind., 15.60%
- Mfg,+Process Oil % Gas, 12.40%
- telecom,Media, 10.80%
- wS/Retail/Transport/Service, 5%
- Gov.World,EU,Country, 3.60%
- Healthcare ,Academia, 3.60%

Legend:
- IT Services
- Finance Ind.
- Mfg,+Process Oil % Gas
- telecom,Media
- wS/Retail/Transport/Service
- Gov.World,EU,Country,
- Healthcare ,Academia,

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Chapter Ⅳ. Annual Report for CCRM (Customer centric CRM)

by using CX/DX/OX (Open Transformation using Open Platform 3.0 standard and Customer Pain points)

Preface;

(A)   *"There is only one objective of Business": "**That is to create a customer**". **Peter Drucker.** Because of this, I have been saying, Peter Drucker is the father of CRM since I founded CRMA in 2000.*

(B)   ***DX is needed for future because people made data is decreasing comparatively but auto sensing data generation is grown at very low cost, only if you could create the new value for customer.***

(C)   ***That is the CX objective. Still DX can reduce cost but no value stream***

capability were given until Customer Centric CRM discovers the new value model created through full Open data Framework using EA. In our top 10 multiple awards winner's CIO offices have a well educated TOGAF and ArchiMate certified staring from director's level and down.

(D) **Thus, we need OX (Open Transformation) has to work Collaboratory with CX, DX and OX.**

I would like to ask DXO and CIO has to set their eyes much together with CEO direct Corporate planning officer towards what is the most important things in line with the objective of the business, that is "the creation of the customer". To do that, B2C or B2B, you need your expecting customer's needs and changes to be studied in look forwarding 5~10 year time frame using the same standard EA frame work (TOGAF)and CX model, DX technology with standard modeling language (ArchiMate) by industry.

Many DXO started new IoT capability trial since 2012 to digitize the enterprise but there are tough cases of passing proof of the concept model. Why? It started from IoT first.

Without where is the most important pain points are there at customer. That is the source of Value stream and innovation.

You shall know where to go? You shall learn how to graduate their study from just Enterprise Digitalization view point to why and where what data needed to support the Enterprise sustainability assured only by your current "Customers and future customers"

It was a virtual drama managed well for even Aw me a brief award Congrats message to hands out forward and winner extend their hands and receive paper and Replica and Thanks speech and take a group picture and show us. with award and replica hands and big hands.

Later in 10 days, Real presentation has been done attending a couple of award winners' managers are hearing for other winner's speech for each 15 minutes divided by 2 days. All done well. We offered free cost for all audiences.

CRMA-2020 Remote based Board Meeting, Stake holders meeting, Best practice Award schedule, and joint Forum on Dec.2 Forum.

I have studied Peter Drucker's book" The Practice of Management "published in 1993 (Original was 1950) in the course of designing the kernel of business principle for me to embed for CRM up and down in mid and late 1990s in America.

Thus, I studied Japanese marketing philosophy at Japanese Edo famous merchant, Mitsui & Sumitomo house Principles and Baigan Ishida's "Heart philosophy" and, Oumi merchant's practices was formed in line with the direction we reiterated with a modernized concept after the war. "All 3 (Merchant, Customer and Society) good policy". There is no justification and come to any strategic direction in Japan. Rather staying too much abstracted and not well digested as business science.

But when I encounter I was very much shocked Drucker's philosophical analysis from its objective definition of business, he defined first "the objective of business in nothing but create a customer. So, we need only two things. Marketing and Innovation. Woo! I jumped up. To do that we shall know all the way from current customers pain points and also future customers pain point and we shall do better than their expectation.

I know if I asked the venders top management, 80 % says my company took care of my customer very well, thus they shall be happy. When we ask their customer, only 15 % may say yes, I am very much satisfied but 35% most likely say so so and 35% say I never care about the company nor product. "and 5% says I had really bad experiences.

This happen because you get Customer Satisfaction once a year from PR channel who care after advertisement volume basis.

We shall learn from DX channel any time anywhere incidents or event transaction happening every second judge from customer's behaviors' and judge on the fly and record and action.

Where and What is the keenest issues, places and time to look? We need a very careful discussion among key LOBs round those metrices.

B2B customer business is a tough business and even customer herself does not understand who are my customers on 5 years later. Fire took me to find with customer, what is the good action they believe they did for customer by cases and if they did some good tangible things then applause that parts and motivate him to do it better or do the same at other side of services or product and keep continuing better services or products producing as an Enterprise CX innovated by business model changes and DX do more automate the steps reducing people engagement in the process and use sharing of "Open standards "as much as possible, I call it as OX (Open

Transformation) using EA Standards TOGAF & ArchiMate; Open Platform 3.0 ;Industry standards for FACE (Future Air Born Environment),Open Process Automaton , Healthcare Standard , OTTPF(Open Technology Partners Framework), BIAN (Banking Industry Architecture Network),SABSA(Security Standard); Data Science Standard; Platform 3.0 ; O-DA2.0 standard (Open Dependability Standard; OSDU(Open Sub-Surface Data Universe):
To understand OX fully you need to send the best of best CTO or candidates to CIO with bi-lingual capability.

Figure #5;2020 CRM BP Awards plus 6 Corona Cases Awards:

I started CRMA-Japan in 2000 and " Best Practice Awards from 2004 and awarded "CRM Best Practices Award" in Japan and the world in total 216 times including 12 companies in 2020 as CRM BP AWARDS and 5 Corona Fighting for Customers and their employees plus one City, Tsu City of Mie Prefecture.

Number of awards received by "2020 CRM Best Practice Award" winners

5 organizations out of 12 recipients of the 2020 prize have been awarded multiple times.
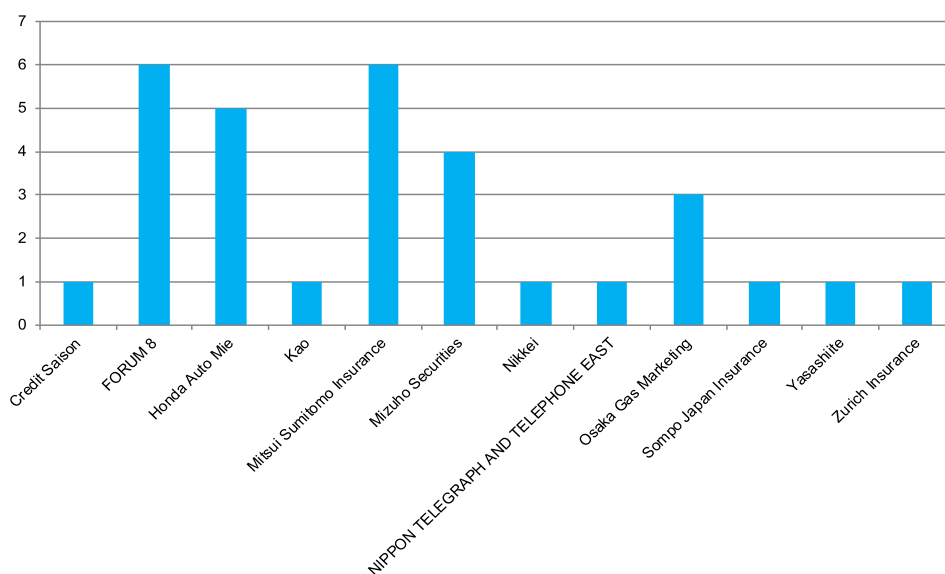
In alphabetical order

2020 Best Practice awards result.
Total 5 company; starting from Credit Saison, KAO, Nikkei News Paper, NTT East, Sompo Japan Insurance and Zurich Insurance are all 1st award Receivers.
Hope they shall comeback to show their CCRM step up challenge programs in near future.

Total 7 multi-year winner companies, starting from Forum 8, Honda Auto Mie, Mitsui Sumitomo Insurances, Mizuho Securities, and Osaka Gas Marketing.

Figure #6; "2020 CRM BP Awards Winner's Name and Model Names"

"2020 CRM Best Practice Awards" (1/2)
12 companies

Company Name	Model Name
Osaka Gas Marketing Co.,Ltd	Time resolution model by using dialogue AI
Kao Corporation CRM Office − Consumer Relationship Development of Marketing Emergence Dept.	Fan co-creation community site utilization model
Credit Saison Co.,Ltd.	Web self-service entry model
Sompo Japan Insurance Inc. Business Design Strategy Dept.	Fan creation entry model
Zurich Insurance Company Ltd	Advance preparation home call center practice model
Nikkei Inc. CS Group of Digital Business	Advanced AI chatbot utilization model
- Fuji Sankei Business-i Award - Nippon Telegraph And Telephone East Corporation Marketing Dept. of Business Innovation BU	Customer problem-solving proposal model

Figure #7; "2020 CRM Best Practice Awards Companies Names"

"2020 CRM Best Practice Awards" (2/2)
12 companies

Company Name	Model Name
- Continuance award - FORUM 8 Co., Ltd. System Sales Group, Sapporo, Sendai, Nagoya, Kanazawa, Osaka Sales Group, Fukuoka and Okinawa	VR model for creating the future of the region
- Continuance award - Honda Auto Mie	Back to basics (sales and maintenance) web model
- Continuance award - Mizuho Securities Co., Ltd.	Face-to-face sales evolution model using data
- Continuance award - Mitsui Sumitomo Insurance Co., Ltd. Contact Center Planning Dept.	Contact Center Automation Pursuit and Improvement Model
Yasasiite Corp.	Family Communication Security Model

THE OPEN GROUP

一般社団法人 CRM協議会
CRM ASSOCIATION JAPAN
CUSTOMER-CENTRIC RELATIONSHIP MANAGEMENT

ReGIS inc.
Research Environment for Global
Information Society, Inc.

Figure #8; "2020 CRM Best Practice Award Company names 5+1 city and Model names"

"2020 CRM Covid-19 Response Awards"
5 companies 1 organization

一般社団法人 CRM協議会
CRM ASSOCIATION JAPAN

Company Name	Key Point
Zurich Insurance Company Ltd <2020 CRM Best Practice Award>	Switching 95% of Call Center Operations to Working at home
Tsu City	Five functional call centers to help citizens with their concerns and problems
TOKYU COMMUNITY CORP. Customer Center	Watch over the safety of residents and protect customers' assets
FORUM 8 Co., Ltd. <2020 CRM Best Practice Award>	Realized a shift to online sales activities and quickly responded to the new normal
FUJITSU COMMUNICATION SERVICES LIMITED	Minimize the impact on clients and implement infectious disease countermeasures to ensure employee safety
Yasasiite Corp. <2020 CRM Best Practice Award>	Implemented a health observation and management system for early detection, early classification, and early screening

Chapter V: History of CRMA-J and 2021 Invitation of your application from overseas counties.

(1) 2000: Foundation: Private CRM Study Group

In case of CRM-Association was founded by me upon the request of my member company's president at 2000 with TOYOTA Motor's contribution as a core co-chairing company and Shinshu University Graduate School of Management where I was invited as a Visiting Professor on Venture Business Management and we had collaborated with their professors to seek root of Japanese Customer centricity as well as the study of Edo era business leaders management theories of Sumitomo, Mitsui, Daimaru, Marubeni, Itochu and Mitsubishi group Management principles as a core of Japanese soul of Merchant and business. This Merchant business management is a hard business and there is no saturation point of CCRM (Customer Centric CRM) so, we need the motivation of the merchant and business man to work more harder in seeking Customer pain points.

(2) 2004; CRM Best Practice Awards started:

Preface: "There is no saturation point in CCRM (Customer Centric CRM)" CRM-Japan Slogans)!

Thus, welcome SDG challenger in CRM!" Continuity is the driver of existence in future". J.Fujieda from 2004 :

Since 2004, I have awarded total 216 times cumulatively but what I proud of is 29 corporations are keep learning with some intervals by year or consecutively but come back again and again, reviewing their weak points and adding new viewpoints to enhance customer relationship.

There are about 108 org or companies who got award one time only and not yet award winners are not coming back yet but who knows, new stimulation will move them to come back but it all depend upon their self- improvement mind. Even government, top cities come back several cases but up 5 times consecutive wins are new record as No. 1 as a city, "Tsu city" of Mie Prefecture. In Private company, Panasonic still leading now as 11th win in 16 years but Young companies like Vision and FORUM 8 are running very much in high speed as you can see in the 29 companies believe as same as me, customer is changing every year, we shall study every year to do better than their expectation.

Please see Figure #9 updated 2020 as an example of evidence to prove of our slogans.

Total Cumulative CRM BP Awards (2004~2020) is 216 Times rendered to 137 organizations. Out of 216 organization, 29 organizations (21%) challenged and certified cumulative 108 Customer centric CRM Awards with added viewpoints with more evidence of deeper understanding of customer as much multiple time from 2 times to 11times, average of 3.7 times per a best practice CCRM company out of 29 companies Multiple times winners are organizations achieved aggregated total 108 awards which is just 50% of Total 216 times earned by 137 independent organizations since 2004.

In the past, we had received several applications from USA, Mongolia, China, all Japanese company or division in each country or invested company and 3 cases we awarded.

Announcement News ➔   In addition, to those Japanese related companies, I would like to open to non-Japanese related companies.

2021 Application will start from April 15 and closed by August 15th. So, I am welcome to receive an application from global organization.

Please start the communication by internet mail from manager to me as a letter of intention then we will send you needed documents.

Figure # 9; Cumulative Total Best Practice Awards were honored as much as 236 times spread into two groups; One time challenge group 108 orgs and companies and 128 multiple Challenge and win by 29 org. and companies involving Cities and prefecture.

Figure #9;

"CRM Best Practice Award"
Total number of awards (**From 2004 To 2020**)

29 organizations have won "CRM Best Practice Award" multiple times.
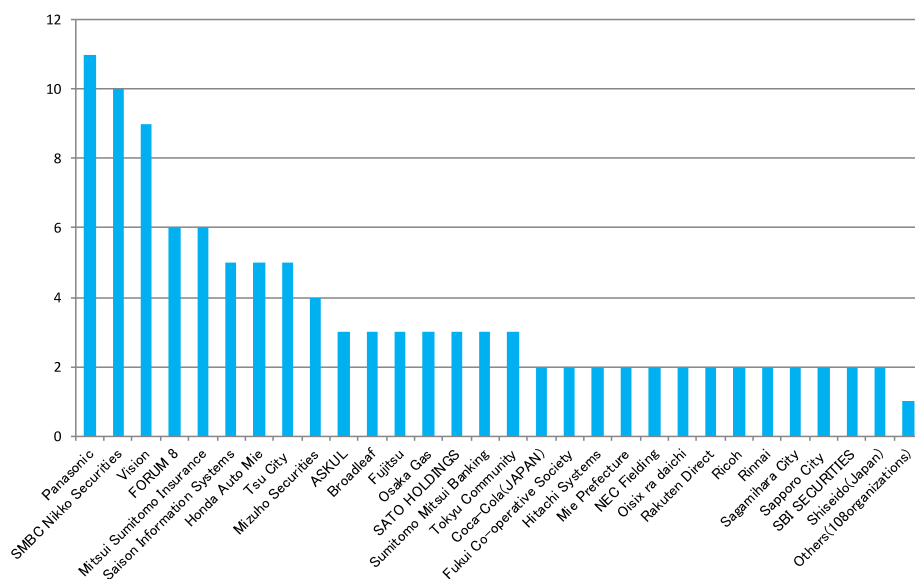
In alphabetical order

So I made a decision to first applause of their customer centricities ideas and its practices, only if they can show any evidence that their customer's pain points are cleared; i.e. Customer smiles and thanks and best for their enjoying.
Then, we better motivate them to add more value for their customer via customer centricity thinking empathizing with customer pain points of today and tomorrow and seek 5 whys and provide 5 solutions and one more step to seek human organization's root causes and logical root causes and prepare for the transformational solution for the causes thus win the key phase of business. root causes services just over and above customer expectations.

(3) To do that we need to use the consistent Enterprise Architecture Framework ("TOGAF "and its Modeling languages "ArchiMate").Those are well-tuned to use "Open Shared Solution" in line with Customer centric CRM.

(4) Even though, we got the award, it is still needed to improved our CX to continue discovery of a new Customer's Pain points and expectation.
To do that, you need to work jointly with customers.

(5) Since 2009, we reformed CRMA-J organization from Private Study Group to a Public NPO organization, registered at Shinjuku Ward Office Tokyo with 4 founding members.

Chapter V- Ⅱ:New Normal Transformation 2020 for CRM-A Activities;

Regarding remote communication of CRM-Association, we had been using WebEx since 2007 for remote attendance from Hokkaido, Mie, Nagoya, and Osaka members to Tokyo CRM Forum to be shared with them. But, using most advance function and scale of WebEx from July 2020 in the stream of COVID19, we had done all sessions via Virtual way.

a) Board meetings,
b) Shareholders meeting
c) Best Practice Awards selection governance Committee meetings 10 times among 10 appointed selection committee members from Business, Academia, Journalisms and myself.
d) Awarding ceremony for 12 Best Practice Awards companies and 6 Corona cases presentations from 14 companies and 1 city.
(e) CRM shifted 100% into all to the virtual meetings.
(f) Scale of remote attendances for CRMA Forums are growing among Corona home stay employees of members companies and visitors, among local prefectures.
(g)This year, we had done no entrée fee but only registered invited person only.

2020 CRM Best Picture of Awarding Ceremony;
-Sponsored by : CRM Association Japan
-Sponsorship by : Fuji Sankei Business i. <THE NIHONKOGYO SHIMBUN Co., Ltd.>

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From Right:
Mr. Toyohiko Tsuruta
President, Fuji Sankei Business i.

Junkyo Fujieda,
Chairman, CRM Association Japan

Junkyo Fujieda,
Chairman, CRM Association Japan

Mr. Atsushi Ootsuka,
Chair Person, Best Practice Subcommittee
Division, Senior Director,
CRM Association Japan

<Fuji Sankei Business-i Award>
Mr. Toyohiko Tsuruta
President, Fuji Sankei Business i.
<THE NIHONKOGYO SHIMBUN Co., Ltd.>
< Sponsorship, CRM Association Japan >

Mr. Masamichi Yamamoto,
Director,
CRM Association Japan

M.C. ; Ms. Miho Mizuno,
Director,
CRM Association Japan
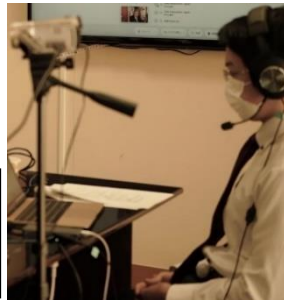
2020 CRM Best Picture of Awarding Ceremony Staff;

Mr. Satoru Shijyo,
Executive Officer, Vision Inc.

Mr. Atsushi Kato,
Chief, gotop co, Ltd.

Ms. Azusa Kawahara,
Assistant,
ReGIS Inc.

Mr. Syouya Abe,
NTT Corporation

Ms. Ritsuko Ono,
General Manager of Secretary Office
CRM Association Japan

From Right:
Ms. Satoe Iwaki, Assistant, ReGIS Inc.
Mr. Syouya Abe, NTT Corporation
Jack Fujieda

In addition to NTT's team support, GOTOP company's Vice President, Mr. Masamichi Yamamoto, Board member of CRM-A, Marketing Director both are TOGAF architects and senior Management both supported each important event by assigning top notch young engineer to support.

Mr. Masamichi Yamamoto was the key director who contributed Panasonic count of CRM BP Awards to keep up to top from Matsushita Electric company which was founded by Konosuke Matsushita who was the Genius business man successfully developed Matsusita Electric to become global brand by Panasonic, so called Japanese Marketing legendary of Modern days.

CLOSING: JF Prayers for 2021

So, all Global friends, please visit our Shinjuku office, if Covid-19 crisis are torn down in reasonable controllable risk level like a flu, but I do not think we can totally kill them in a few years. They, Bad virus, will change their faces and hands and try to come back and byte our weaker part of our immune system.

To cope with them, how to enhance our immune systems by ourselves is the key. So, may I propose we all do this following: New Alphabet song

I created.

"Harmonic balancing of our health both from mind and body for everyday life. Let sing together! This is Jack's Sutra to enhance our Immune System.

Awaking in great health, Breathing well deep, Communicating, Drinking, Eating, Family, God, Hoping, Intelligence, Just in time, Knowledge developing, Learning from Mistaking, New innovation, Obsession by customer, Principles, Questioning, Reasoning, Studying Smilingly, Trusting, Uniting, Verification, Why being asked 5 times and two Root causes of Customer Pain points, Xmas, York of love and Zeal.

COVID-19 shall fade away, possibly 2021 summer end we hope. Regis office with The Open Group and CRM-A Office all 3 shared located at Shinjuku over viewing the Royal Shinjuku Garden underneath of our office view.

(Fin)

Junkyo (Jack) Fujieda
President & CEO, ReGIS Inc.
Chairman, The Open Group Japan
Chairman of CRM Association, Japan
IT adviser, Kyoto University

Yours sincerely,

Junkyo(Jack)Fujieda

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