



***Dear my Business friends and personal Friends!***  
***May wish you all enjoy Merry Christmas for 2025!***  
***A Happy New Year 2026!***



***President & CEO, ReGIS Inc.***  
***Fellow, The Open Group***  
***Chairman of The Open Group Japan Volunteer Operation***  
***Representative Chairman and Board of CRM Association, Japan***  
***Associate Priest, Ryokeiji Temple***

***Yours sincerely,***  
***Junkyo(Jack)Fujieda***

*Jack Fujieda*



## 【Publishing my Report;

### ‘The Impact of Enterprise Architecture on Business Success: Statistical Study of TOGAF® Adoption in the Fortune Global 500’】

This year, I was able to publish my research report, which I have been conducting for approximately five years, in a paper ‘**The Impact of Enterprise Architecture on Business Success: Statistical Study of TOGAF® Adoption in the Fortune Global 500**’.

## Executive Summary for Business Leaders Business Design: The Approach of the World's Most Exceptional Companies TOGAF® adoption among the top 20 companies



→ TOGAF® Business design and delivery methodology adopted by 44% of Fortune Global 500 companies(P3/Figure 1)

→TOGAF®-adopting companies have 42% higher average revenue and 183% higher average profit(P7)

→Companies with 501 or more TOGAF® certifications have an average profit margin of 13.6%, while those with 11 to 100 certifications have 11.2% and those with 10 or fewer certifications have 8.6% (2022)(P9/Figure4)

→Across 48 governments and public authorities worldwide TOGAF® certification numbers increased by 293% (comparison between 2023 and 2017) (P18/Table6)

This publication coincided with the Forum held on 9 December, which brought the year 2025 to a highly successful close.

**TOGAF® is common sense**

15 out of the top 20 companies have adopted it.  
44% of 500 companies have adopted it.

**Four out of 20 companies are Chinese enterprises**

Of the 500 companies, 135 have adopted TOGAF®.  
Adoption of TOGAF® remains at 13 companies.

**Amazon and Apple's remarkable rise**

Both companies have adopted TOGAF®.  
Customer-focused management

**Only Toyota features in the top 20 companies**

Of the 500 companies, 41 are Japanese firms.  
Of these, 23 have adopted TOGAF®

**TOGAF® adoption among the top 20 companies in the FORTUNE Global 500**

Fortune Global Ranking	2015	2020	2023	2024
1	Walmart	Walmart	Walmart	Walmart
2	Sinopec Group C1	Sinopec Group	Saudi Aramco	Amazon
3	Royal Dutch Shell	State Grid China	State Grid China	State Grid China
4	China National Petroleum C3	China National Petroleum	Amazon	Saudi Aramco
5	Exxon Mobil	Royal Dutch Shell	China National Petroleum	Sinopec Group
6	BP	Saudi Aramco	Sinopec Group	China National Petroleum
7	State Grid China C4	Volkswagen	Exxon Mobil	Apple
8	Volkswagen	BP	Apple	UnitedHealth Group
9	Toyota Motor	Amazon	Shell	Berkshire Hathaway
10	Glencore	Toyota Motor	UnitedHealth Group	CVS Health
11	Total	Exxon Mobil	CVS Health	Volkswagen
12	Chevron	Apple	Trafiqua Group	Exxon Mobil
13	Samsung Electronics	CVS Health	China State Construction Engineering	Shell
14	Berkshire Hathaway	Berkshire Hathaway	Berkshire Hathaway	China State Construction Engineering
15	Apple	UnitedHealth Group	Volkswagen	Toyota Motor
16	McKesson	McKesson	Uniper	McKesson
17	Daimler	Glencore	Alphabet	Alphabet
18	Industrial & Commercial Bank of China	China State Construction Engineering	McKesson	Cencora
19	EXOR Group	Samsung Electronics	Toyota Motor	Trafiqua Group
20	AXA	Daimler	TotalEnergies	Costco Wholesale
TOGAF® Adopter	2015 13 65%	2020 17 85%	2023 15 75%	2024 15 75%

The world's most outstanding enterprises actively utilize TOGAF®, The Open Group's standard methodology for “business architecture”, as part of their “business design”. How does the correlation between these companies' sales, profits and their use of TOGAF® measure up?

## 【TOGAF® Certification】

Since 1996 for version 1.0 29 years, they are active users of TOGAF® from version 8.0 released in 2003 and version 8.1.1 in 2006.

Version 9 released and all upgrade to version 9 open group members and more shifting from general IT business management consulting requests to more enterprise architectures professional development for EA, which ReGIS is acting professional certifications like in Dec 2025 cumulatively 4,450 Certifications.

The number of organizations we ReGIS have trained TOGAF® is a staggering 234 in Japan.

This TOGAF® certification figure represents the number of certifications by ReGIS as a trainer within Japan.

## 【The activity of CRM Association Japan】

This year 2025 marked the 22<sup>nd</sup> time that the ‘2025 CRM Best Practice Awards’ have been presented, with 11 groups (9 companies and 2 local authorities) being awarded. In addition, this year, Encouragement Awards were also presented to two companies.

The awards ceremony was held at Tokyo American Club on 12nd Nov 2025, and we were honored to welcome Mr. Toshihiko Shibuya, Deputy Director-General for Information Technology Policy, Ministry of Economy, Trade and Industry (METI), as a guest of honor.

※Please see the following YouTube for the awards ceremony.

[https://youtu.be/gIbr\\_k4PXoA?si=PrJJjW9MBERy4Gzk](https://youtu.be/gIbr_k4PXoA?si=PrJJjW9MBERy4Gzk)

## 2025 CRM Best Practice Award

### 2025 CRM Best Practice Awards (1)

Winners 11 groups (9 companies・2 local authorities)  
Encouragement Awards 2 groups (2 companies)



Company and Organization Name (Japanese syllabary order/Titles omitted)	Model Name
Echizen City General Policy Department, Management Strategy Office	Problem-solving well-being model
《Oboshi award》 《Continuance award》 NTT DOCOMO, INC. Marketing Strategy Department	Enterprise-wide CX promotion model led directly by corporate leadership
KDDI Corporation Personal Business Division, Customer Service Division	Customer support model using X
Sabae City	Children's dream realization support model
TOUMEI CO., LTD.	FAQ-based pain point resolution model
Nestlé Japan Ltd. Marketing & Communications Division, Consumer Engagement Service Department	FAQ content enhancement model
《Continuance award》 Vision, Inc. Global WiFi Business Division, eSIM Unit	Customer base utilization service expansion model

© Copyright CRM Association Japan 2025

1

### 2025 CRM Best Practice Awards (2)



Company and Organization Name (Japanese syllabary order/Titles omitted)	Model Name
《Continuance award》 FORUM 8 Co., Ltd.	Company-wide comprehensive CX monitoring model
《Continuance award》 Honda Auto Mie	Employee satisfaction improvement implementation model
MACNICA HOLDINGS, INC.	Lead generation global expansion model
《Continuance award》 Mizuho Bank, Ltd. Retail Corporate Business Development Department	Remote-Based Regional Business Development Model

Encouragement Awards (Japanese syllabary order/Titles omitted)
Saraya Co., Ltd. Communication Division, CX Department
TASKAJI Inc.

© Copyright CRM Association Japan 2025

2

**The representatives of the '2025 CRM Best Practice Award' winners;**

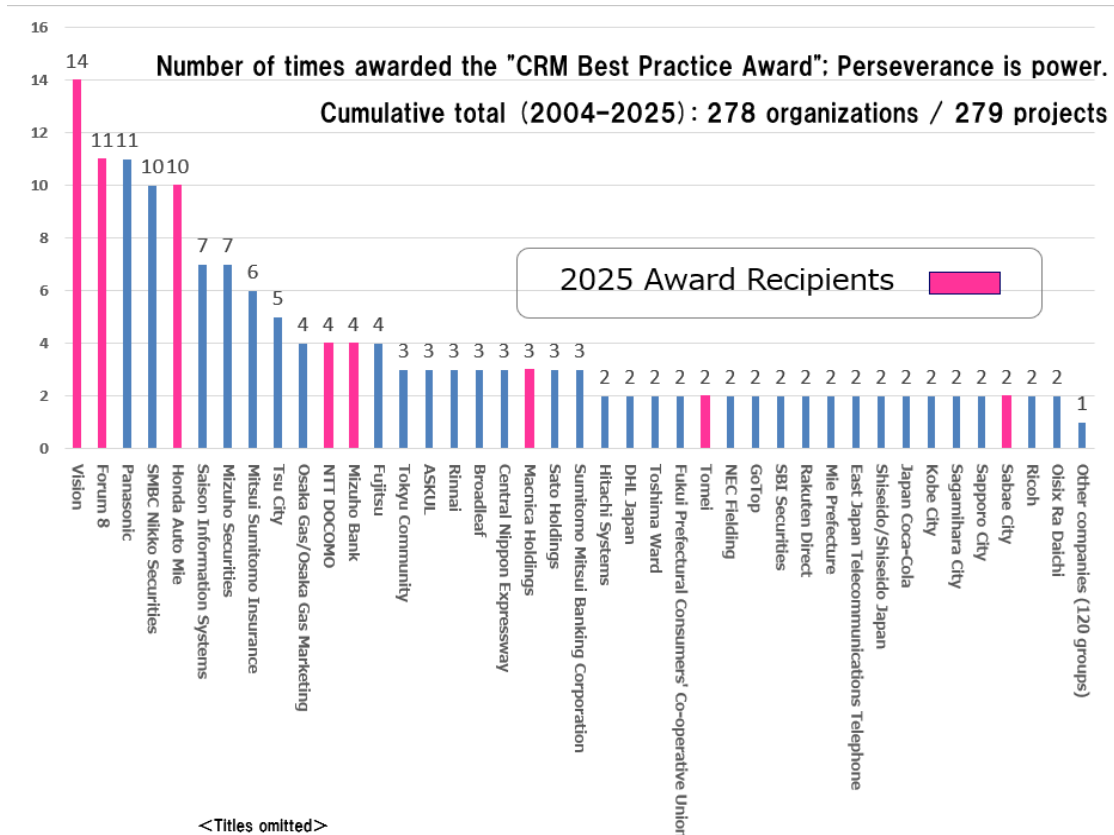


**From the right side in front:**

Mr. Toshihiko Shibuya, Deputy Director-General for Information Technology Policy, Ministry of Economy, Trade and Industry (METI), Nestlé Japan Ltd., TOUMEI CO., LTD., Sabae City, KDDI Corporation, NTT DOCOMO, INC., Echizen City and Junkyo Fujieda.

**From the left side at the back:**

Shigeki Suzuki, Vice Chairman of CRM Association Japan, Mizuho Bank, Ltd., MACNICA HOLDINGS, INC., Honda Auto Mie, FORUM 8 Co., Ltd., Vision, Inc., TASKAJI Inc. and Saraya Co., Ltd.



## 【Visiting Gosho-ji Temple】

From 17th to 19th March 2025, I travelled to my hometown of Echizen City (formerly Takefu City), Fukui Prefecture.

As some of you may know, I was born as a 2nd son of Mokuen Fujieda (Temple Priest) and Hideko Fujieda (Temple Mother) at Hachi ouji(8 princes) mountain-Ryoukeiji Temple, belonging to the Shin Buddhism Izumoji School.

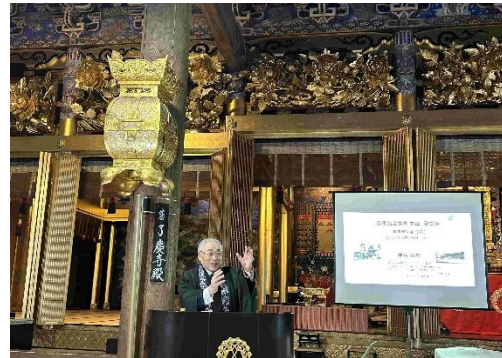
Having received a request for a Dharma talk from Gosho-ji Temple, the head temple of the Shin Buddhism Izumoji sect, I visited both Gosho-ji and Ryōkeiji.

I was accompanied by over ten friends & associates with me from Tokyo, Kyoto, and my local area of Fukui to temples visits.

Please let you view the photos showing the main hall adorned with splendid carvings, a photograph with the Head Priest of Gosho-ji Temple, the head temple of Izumoji branch of Shinshu Buddhism, and a photograph taken during my Dharma talk.



The Main Hall



Junkyo Fujieda delivering a sermon



On the left; Chief Abbot, **Koshin Fuji**, Goshō-ji, the head temple of the Shin Buddhism Izumoji school  
On the right; **Junkyo Fujieda**, immediately after delivering his sermon

On the day, the early morning snow cleared, and we were blessed with fine weather, enabling successful drone filming of Goshō-ji Temple.

The aerial drone filming was undertaken by Mr. Masamichi Yamamoto, Director of CRM Association Japan.

**Please view the URL below.**

◆**Drone** Aerial Photography of Goshō-ji Temple, the head temple of the Shin Buddhism Izumoji school

[https://youtu.be/NRCz1C5SGu8?si=ARCQq2\\_GzRaFrV9n](https://youtu.be/NRCz1C5SGu8?si=ARCQq2_GzRaFrV9n)

Let me briefly touch upon the content of my Dharma talk as below.

Having worked in customer relationship management for over twenty years, I spoke about reflecting on our ideal state from a Buddhist perspective, as someone involved in CRM.

Regarding CRM, the customer – that is, the client's difficulties – is termed the pain point.

What is management? I understand the essence of management to be praising people and developing their abilities.

However, humans possess ego, for better or worse.

Success can cause one to lose sight of their original intentions, leading to a desire for greater profit.

Therefore, the fundamental principle of “customer-centricity” is the mindset of prioritizing the customer over oneself, placing customer satisfaction first. It is the belief that others will turn their attention towards you.

Once a customer leaves, winning them back becomes an extremely challenging battle, often requiring several times the effort.

How can we overcome this? It is difficult, even though self-reminder or rigorous training.

In Jōdo Shinshū, it begins with believing in and sincerely worshipping Amida Nyorai, who works to save us.

Considering the reality that religion is not often prioritized in daily life, speaking from a priest's perspective, I believe it is essential for children to grow up familiar with temples and to cultivate a sense of gratitude towards their ancestors.

Please look at a few slides used during the Dharma talk.



## All things are impermanent

**"All things change and nothing lasts forever"**  
 One of the most important teachings left by the Buddha

**One of the Three Marks of Existence (the three fundamental principles in Buddhism)**  
 Impermanence of All Phenomena / No-Self in All Dharms / Nirvana is Peace and Tranquillity



**Shinran Shōnin(親鸞上人) 1173–1262 (aged 89)**  
 All conditioned phenomena are impermanent  
 'Kyōgyōshinshō' 『教行信証』

**The Tale of the Heike**  
 A military chronicle of unknown authorship  
 (Kamakura period: around the first half of the 13th century)



**Zenran(善鸞) 1217? – 1286 (son of Shinran)**  
 After his father Shinran returned to Kyoto from preaching in Kantō, Zenran was dispatched to Kantō to calm the religious turmoil among the disciples there. However, in Kantō, Zenran declared that the doctrine secretly transmitted to him by Shinran conveyed to him by Shinran constituted orthodoxy, leading to an incident of heresy.  
 Consequently, a letter dated 29 May 1256 was sent to the eastern provinces, Zenran is said to have been disowned by Shinran.


**Hōnen(法然)**  
 (1133–1212)  
 (aged 79)





1

**BuddhaBot: Buddhist Dialogue AI**  
**Introduced in Bhutan's Buddhist community:**  
**"To become a 'mentor' for young people"...**  
**Developed by Kyoto University**



**Seiji Kumagai**  
 Professor, Institute for the Future of  
 Humanity and Society,  
 Kyoto University  
 Specialization: Buddhist Studies,  
 Tibetan Studies, Bhutanese Studies  
 Born in Hiroshima Prefecture in 1980  
 Completed Doctoral Programme at  
 Kyoto University Graduate School,  
 Doctor of Letters

**Buddha BOT**

Kyoto University website  
<https://www.kyoto-u.ac.jp/ja/research-news/2021-03-26-3>

© 2025 ReGIS Inc.

The AI now commonly used in everyday life is expanding into the field of Buddhism, thanks to developments by my alma mater, Kyoto University. Kyoto University's Faculty of Buddhist Studies, led by Professor Kumagai, has entered into an agreement with the Central Monastery of the Kingdom of Bhutan to introduce the Buddhist dialogue AI “BuddhaBot” into Bhutan's Buddhist community. I hope that AI will serve as a breakthrough, enabling the next generation to engage with Buddhism, fostering daily gratitude and a spiritually enriched society.

### 【The Open Group Summit 2025】

This year, I was able to attend The Open Group Summit. The first was The Open Group Amsterdam Summit, 19–22 May 2025. The second was The Open Group Summit, Houston, TX, 3–6 November 2025. Alongside participants from Japan, I was able to engage in many face-to-face interactions with Mr. Steve Nunn, President of The Open Group, and other individuals who have always been so helpful.

## 【The Open Group Amsterdam Summit, 19–22 May 2025.】



From Left front:

Mr.M.Nomura, Dr.S.Kajita, Mr.K.Matsuzawa, Mr.K.Komazawa, Mr.H.Kawamura, JACK

From Left back:

Mr.K.Nakamura, Mr.S.Asai, Ms. N.Shibata, Mr.T. Imanaka, Mr.K.Fukamuchi, Mr.K.Lee,  
Mr.H.Sakashita, Ms.S.Miyata, Ms.R.Ono



Mr.Ken Komazawa



Mr. Kenta Fukamachi, Mr. Steve Nunn



Mr. Steve Nunn, President & CEO,  
The Open Group

JACK in fellowship jacket



Ms. Patricia Donovan,  
CMO, Marketing, The Open Group

## 【The Open Group Summit, Houston, TX, 3–6 November 2025】



From Left front:

Jack, Dr.S.Kajita

From Left back:

Mr.H.Kawamura, Mr. Nikhil Kumar, Mr.K.Matsuzawa



From the left side:

Mr.K.Matsuzawa, Mr.H.Kawamura, Mr.Steve Nunn, JACK

## **【GIS FORUM TOKYO 134 Joint Forum】 【Open Summit 2025】 【CRM Executive Forum Tokyo 2025-2】**

Prior to the GIS FORUM TOKYO134 Joint Forum, Mr. Steve Nunn and I made customer calls to NTT DOCOMO, INC., which is a gold member of The Open Group.

We performed very successfully The Open summit Part 1 from 13:00 to 17:00 and Part 2 from 17:15 to 19:15 on Tuesday, 9<sup>th</sup> December at Tokyo American club.

ReGIS Inc. hosted, with the support of The Open Group (US) and the CRM Council, a successful event featuring Mr. Steve Nunn, President & CEO, The Open Group and this year concluded with a resounding success, too.

**Please check the details.**

<https://www.re-gis.com/gis/134-e.html>

### **◆ 【GIS FORUM TOKYO 134 Joint Forum\_Youtube URL】**

<https://youtu.be/e9omJ00l3Lw?si=Gt1LpO2rhXpP08e>

Prior to the afternoon forum, we enjoyed a luncheon together with the executives at the American Club.

This year, we were particularly delighted to welcome two fellow countrymen, making it a truly splendid luncheon.

The first was Chief Abbot, Koshin Fuji, Gosho-ji, the head temple of the Shin Buddhism Izumoji school.

He made a special journey from Fukui for this very occasion. The Head Priest graciously attended the forum, allowing us the privilege of sharing his valuable time.

The second was Ms Tomomi Inada, Member of the House of Representatives and lawyer. Despite her busy schedule during the 219th Diet session, she graciously offered warm words of encouragement, for which we extend our sincere gratitude.



From the left side:

**Chief Abbot, Koshin Fuji**, Goshō-ji, the head temple of the Shin Buddhism Izumoji school,

**Jack Fujieda**, President & CEO, ReGIS,

**Ms. Tomomi Inada**, Member of the House of Representatives and lawyer,

**Mr. Steve Nunn**, President & CEO, The Open Group

Looking back on the Forum, we were very lucky to get executives' visits speakers.

At first, Ms. Megumi Shimazu, Corporate Executive Officer, Corporate Vice President, COO (in charge of Service Delivery) of Fujitsu gave a speech as the opening speaker at the American Club.

Subsequently, Mr. Steve Nunn, President & CEO, The Open Group delivered a speech providing highly valuable updates from The Open Group, covering Eagle AI and the newly established Industrial Advanced Nuclear™ Consortium (IANC) on 2 September 2025.



Ms. Megumi Shimazu  
Corporate Executive Officer,  
Corporate Vice President,  
COO (in charge of Service  
Delivery) of Fujitsu Limited



Mr. Steve Nunn,  
President & CEO,  
The Open Group





Jack Fujieda,  
President & CEO, ReGIS



Then, it was followed by a lecture “Strategic Application of TOGAF®/ ArchiMate® to Guide Project Success” from Mr. Ken Komazawa, General Manager, Platform Services Department, Network & Cloud Division, NTT DOCOMO BUSINESS SOLUTIONS, Inc. and “Leveraging AI Agents to Create New Value” lectured by Mr. Takashi Itoh, Senior Vice President, Business Operation, Salesforce Japan Co., Ltd.



Mr. Ken Komazawa,  
General Manager, Platform Services Department,  
Network & Cloud Division,  
NTT DOCOMO BUSINESS SOLUTIONS, Inc.

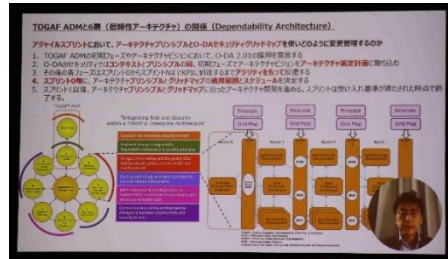


Mr. Takashi Itoh,  
Senior Vice President,  
Business Operation, Salesforce Japan Co., Ltd.

Following on from last year, a lecture on the ‘O-DA 2.0.1 Project’, which we are focusing on, by Mr. Kyoichi Matsuzawa and Mr. Hirobumi Kawamura, Director, Rococo Co., Ltd. appeared via video due to his business trip to Poland.



Mr. Kyoichi Matsuzawa,  
CA#2, Customer Enterprise Architect,  
Principal Architect, Kyndryl Japan KK.



Mr. Hirobumi Kawamura,  
Director, Rococo Co., Ltd.  
(Video appearance from Poland)

Mr. Masateru Awatsu, SVP, Head of Unit, Software Open Innovation Business Unit, Global Delivery Business Group, Fujitsu Limited gave a compelling presentation on ‘Enterprise Architecture Deployment and Implementation’.



Mr. Masateru Awatsu, SVP, Head of Unit, Software  
Open Innovation Business Unit, Global Delivery  
Business Group, Fujitsu Limited



Mr. Norishige (Noly) Morimoto,  
Vice President & Chief Technology Officer,  
IBM Japan, Ltd.

At the end of the first part, Mr. Norishige (Noly) Morimoto, Vice President & Chief Technology Officer, IBM Japan, entitled “The Future of Computing”, we were treated to a most fascinating talk on the future revealed by AI and the world of computing.



MC; Mr. Kiichi Kawano,  
Advisor, ReGIS Inc.



The scene at Manhattan II & III,  
Tokyo American Club

We were very happy to be able to finish the first part of the event, which included very stimulating and wonderful lectures from a wide range of fields to great success.

In the second part, we held a slightly early Christmas party, led by Mr. Ryo Hoshino, Executive Manager, Cybersecurity Section, Security & Network Division, NTT DATA Japan and Mr. Yudai Maeyama, General Manager, Group IT Governance, Group IT Strategy Promotion Office, Information Systems Department, NTT DOCOMO, INC.



From the Right side: MC  
Mr. Ryo Hoshino, Mr. Yudai Maeyama



🎅 Changing into Santa

Mr. Nobuo Kita, President and Chief Executive Officer, SIOS Corporation and Mr. Christopher Frost, Principal Enterprise Architect, Tech Standardize Division, Fujitsu Limited gave a speech that were perfect for the start of the second part of the event.



Mr. Nobuo Kita,  
President and Chief Executive Officer,  
SIOS Corporation



Mr. Christopher Frost,  
The Open Group Governing Board Chair

We all raised a toast with Mr. Steve Nunn, President & CEO, The Open Group. I am delighted to have been given the honor of making the toast once again this year.



Mr. Steve Nunn, President & CEO, The Open Group

We would like to express our heartfelt gratitude to each company for providing such splendid goods.



## Lottery winners



Mr. Lindsay Grey, Executive Chef,  
American Club ~  
Ms. Noriko Nakajima, Kyoto University



Mr. Tomohiro Uchida,  
Asahi Kohsan Group  
Ms. Hiroko Hayashi,  
Asahi-Techneion



Mr. Masateru Awatsu, Fujitsu ~  
Mr. Kenta Fukamachi, Asahi Kohsan



Mr. Takashi Itoh, Salesforce Japan  
Ms. Yumiko Sato, Executive Secretary  
Salesforce Japan



Ms. Mayumi Tahara,  
Executive Secretary IBM Japan  
Mr. Noly Morimoto, IBM Japan  
~ Mr. Ryo Hoshino, NTT DATA Japan



Ms. Amika Naganeo,  
Executive Secretary SIOS ~  
Ms. Ryoko Iizuka,  
Asahi-Techneion



Mr.Koji Ono, NEC



Mr.Isao Kobayashi,DNTI



Mr.Takayuki Atsumi,  
Dentsu Digital



Ms.Kanako Okuyama,  
Kyndryl Japan



Dr.Shoji Kajita,  
Nagoya University



Ms.Mina Shinmei,  
Asahi-Techneion



Mr.Kazuhiro Chisaki,  
Fujitsu



Ms.Yumiko ,Sato,  
Salesforce Japan



Mr.Nory Morimoto,IBM Japan  
Mr.Ken Komazawa,  
NTT DOCOMO SOLUTIONS

We also had a speech from Dr. Michihiko Minoh, Guardian Robot Project Director, Information Integration Headquarters, RIKEN.

We are very grateful that we were all able to spend such a wonderful time together.



Dr.Michihiko Minoh



From the Left side:

Mr. Steve Nunn, JACK, Mr.Koshin Fuji, Mr. Christopher Frost,

From the Left back:

Mr.Ryo Hoshino, Mr.Yudai Maeyama, Dr. Michihiko Minoh,

Ms. Kyoko Minoh, Ms.Noriko Nakajima, Mr.Kiichi Kawano



From the Left front:

Mr. Steve Nunn, JACK, Mr.Koshin Fuji, Mr. Christopher Frost,

From the Left back:

Ms.Mie Suyama, Ms.Amika Naganeo,Ms.Kazumi Amano,Ms.Azusa Kawahara,  
Mr.Kenta Fukamachi,Ms.Rieko Koshio,Ms.Ritsuko Ono,Ms.Yuli Fushiki

Specially thank you to Mr. Steve Nunn, President & CEO, The Open Group for coming to Japan including customer visits.

Also thank you to everyone who gave speeches and lectures at the Forum.  
I would also like to express my sincere gratitude to all our members, everyone involved, and my ReGIS. Staff for your contribution.

*End*

***Junkyo(Jack)Fujieda***

***President & CEO, ReGIS Inc.***

***E-Mail: jfujieda2@re-gis.com <https://www.re-gis.com>***

***Fellow, The Open Group***

***Chairman of The Open Group Japan Volunteer Operation***

***E-Mail: j.fujieda@opengroup.org <https://www.opengroup.org>***

***Chairman of CRM Association, Japan***

***<https://www.crma-j.org>***