

July 25, 2018

PRESS RELEASE



**For Productivity Dialogue among Top Business Leaders of Japan, the US, and Germany.**

**- Japan Productivity Center inaugurated “Management Forum for Productivity” as a core organization to promote global collaboration. –**

The Japan Productivity Center (President: Kazutaka Maeda) inaugurated the “Management Forum for Productivity” (Chair: Yuzaburo Mogi, Chairman of Japan Productivity Center), a core organization to promote global collaboration, on July 1st, 2018, as one of the activity pillars of JPC's mid-term objectives for 2018-2020, to improve productivity in an era of population decline.

This is the first step in structuring the global collaboration framework, which consists of exchanges that begins with dialogue among top business leaders from Japan, the US, and Germany, as well as research activities, with the aim of solving productivity issues from a global perspective. To strengthen this framework, JPC and the Conference Board (President and CEO: Steve Odland) finalized a memorandum of understanding on the pursuit of productivity improvement through the collaboration described above.

The “Management Forum for Productivity” committee consisted of thirteen members from business, labor union, and academic entities in Japan, whose objectives are to plan and promote the global collaboration activities. At the first meeting, which was held today, it was confirmed that the JPC and TCB will co-host the Japan-US Business Leaders Forum on Productivity from April 11 to 12 in New York, as well as other items related to global collaborative activities. The discussion raised by the members on productivity issues was conducted at the forum.

Amongst the discussions at “MFP”, the chair, Mogi, commented enthusiastically, “Leading developed countries are suffering from productivity issues such as stagnant productivity growth rate. To overcome the situation, we aim to create a framework of dialogue, exchanges and collaborative research by top business leaders of Japan, US and Germany.” Opinions such as “It is necessary to set Productivity as Key Performance Indicator of management as a starting point.” and “Low awareness on significance of digital transformation.etc. is the major factor of the stagnant productivity.” have been raised by other members, which were followed by an active exchange of opinions.

After this first meeting, “MFP” will aggregate the opinions from its members and prepare for Japan-US BLFP. Each year, the location for the venue of future BLFP will alternate between the US and Germany and aspects of the collaboration with Germany are currently undergoing discussion.

JPC's organization profile and detailed information are provided in the pages that follow. For inquiries and further information, please contact:

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Japan Productivity Center (Chiyoda-ku, Tokyo): JPC is a nonprofit, non-governmental organization established in 1955 to promote the productivity movement in Japan under its Three Guiding Principles: (i) Promotion and Maintenance of Employment, (ii) Cooperation and Discussions between Labor and Management, and (iii) Fair Distribution of the Fruits of Productivity Improvement. JPC, at the corporate level, works to implement the latest management system based on cooperation between labor and management, introduce effective management renovation, train human resources, and present public policy proposals for socio-economic reform in Japan. As the only institution of its kind and nature in Japan, JPC is committed to making a significant contribution to socio-economic development in Japan and throughout the world.

<https://www.jpc-net.jp/eng/>

### **Detailed information outline**

1. “Management Forum for Productivity” Members’ List
2. “Management Forum for Productivity” and Global Collaboration Activities
3. Global Collaboration Activities: Themes and Collaborating Organization

Reference 1. International Comparison on Labor Productivity Level by Industry (2015)

Reference 2. JPC's Objective 2018

### **The details are as follows:**

#### **1. “Management Forum for Productivity” Members’ List**

[Chair]

Yuzaburo MOGI, Chairman, Japan Productivity Center

Honorary CEO and Chairman of the Board of Directors, Kikkoman Corporation

[Vice chair]

Shigeo OHYAGI, Senior Advisor and Chairman of Advisory Board, TEIJIN LIMITED.

[Members]

Hiroyuki ISHIGE, Chairman, Japan External Trade Organization (JETRO)

Naoki IZUMIYA, Chairman and Representative Director, Asahi Group Holdings, Ltd.

Shinya KATANOZAKA, President and CEO, ANA Holdings Inc.

Makoto KIGAWA, Director Chairman, Yamato Holdings Co., Ltd.

Hiromi TAGAWA, Chairman of the Board, JTB Corp.

Kazuhiko TOYAMA, Managing Partner, Industrial Growth Platform, Inc.

Osamu NAGAYAMA, Representative Director & Chairman, Chugai Pharmaceutical Co., Ltd.

Takahiro NONAKA, Chairman, National Trade Union Productivity Congress

Shinji FUKUKAWA, Senior Advisor, Global Industrial and Social Progress Research Institute

Tsutomu MIYAGAWA, Professor, Gakushuin University

Koichiro WATANABE, Chairman of the board, DAI-ICHI Life Holdings, Inc.

## 2. “Management Forum for Productivity” and Global Collaboration Activities

### [Aim]

- MFP was established as the core organization for promotion of productivity reform from the private sector.
- A global approach is indispensable for tackling the productivity issue, which has become complex in the global economy.
- MFP will take initiative by drawing on the expertise of top business leaders from Japan, the US, and Germany, countries that share common sense values such as democracy, capitalism, and the rule of law.

### [Goals]

- Disseminate a productivity vision for the future.
- Contribute to the reform of the Japanese industry.
- Contribute to the sustainable development of the world economy by diffusing the productivity movement

### [Activities]

Goals will be pursued by implementing the three pillars below using an organically integrated approach.

#### 2.1 International Conference

- Each year, the location of the “Business Leaders Forum on Productivity (BLFP)” will alternate between the US and Germany, providing a venue for dialogue among top business leaders that is focused on solving productivity issues to sustain the growth of the global economy. In addition to locations provided by the US and Germany, BLFP will develop venues in Asian countries in the future.

#### 2.2 International exchange

- To build upon the output/insights from the above BLFP and the below research, delegations will be formed to conduct discussion meetings with government representatives and site visits to entities that demonstrate best practices in the collaborating countries.

#### 2.3 International Comparison Research

- Productivity comparison research on macro/micro analysis through quantitative/qualitative methods.

### **3. Global Collaboration Activities: Themes and Collaborating Organization**

[Themes] (Tentative)

#### **3.1 International Conference**

- “Japan-US Business Leaders Forum on Productivity (BLFP)”

The first conference will take place from April 11 and 12, 2019 in New York.

Theme (Tentative): “Commitment to Society by Corporate Executives as Opinion Leaders”

#### **3.2 International exchange**

- Discussion with government representatives on issues raised at the above forum
- Thematic/Sectoral delegations on best practices which embody key insights raised through the below comparative research.

#### **3.3 International Comparison Research**

- Macro Analysis: productivity comparison of Japan, the US, and Germany
- Micro Analysis: executive attitude survey, firm-level survey on productivity and organization and/or technology-related themes (IoT, AI).

[Collaborating Organization]

The Conference Board, Inc.

Steve Odland, President and CEO

The Conference Board is a global, independent business membership and research association working in the public interest. TCB’s unique mission is to provide the world’s leading organizations with the practical knowledge they need to improve their performance and better serve society. TCB is a non-advocacy, New York not-for-profit entity holding 501 (c) (3) tax-exempt status under the United States Internal Revenue Code (the “Code”). In furtherance of its charitable and educational purposes, TCB promotes understanding of the economic cycles and business practices, including, without limitation, board-shareholder practices and, among other activities, convenes groups to study and exchange information on particular subjects and supports and undertakes nonpartisan analysis and research.

**Reference 1. International Comparison on Labor Productivity Level by Industry (2015)**

<https://activity.jpc-net.jp/detail/01.data/activity001533/attached.pdf> \*only in Japanese

**Reference 2. JPC's Objective 2018**

[https://www.jpc-net.jp/files/運動目標\\_第1次中期\\_and2018年度.pdf](https://www.jpc-net.jp/files/運動目標_第1次中期_and2018年度.pdf) \*only in Japanese