

A stylized map of Japan is shown in the background, rendered in a light tan color against a blue gradient. The map includes the four main islands: Hokkaido, Honshu, Shikoku, and Kyushu.

Latest Report of CM in Japan and CMAJ

Prepared for CMAK

April, 2010

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Member of the Board of Directors, CMAJ

Latest Report of CM in Japan and CMAJ

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- 1. What's happening
in Japanese Construction Industry?**
- 2. Introduction of CM projects in Japan**
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- 3. CMAJ (Construction Management Association of Japan)**
 - 9 years history to date**
 - CMAJ Mission -the Way forward**

***What's happening
In Japanese
Construction Industry ?***

Political Party Change : LDP $\Rightarrow$ JDP

Impact to Japanese Construction Industry

- **Green New Deal Policy led by PM Hatoyama**
 - **25% CO₂ reduction in 2020 (from 1990 level)**
 - **Clean natural energy (solar, wind, hydrogen...)**
 - **Low energy (Housing Eco-point System ...)**
- **From “Concrete” to “Human”**
 - $\Rightarrow$ **Cancel or stop spending on unnecessary public works (dams, roads, city hall, etc.)**
So far 100 schemes were suspended/cancelled.
 - $\Rightarrow$ **Allocate budget to support their life and living (education, welfare, child benefits, etc.)**

JDP Impact to Japanese Construction Industry

- Promote **“Refurbishment works”** rather than **“new built”**
- Reduce registered contractors from 500,000 to **300,000 (40% cut)**
 - ⇒ **shifting to agriculture, forestry and/or new venture business ...?**
- Large general contractors should work in **overseas market**

Economic Impact to Japanese Construction Business

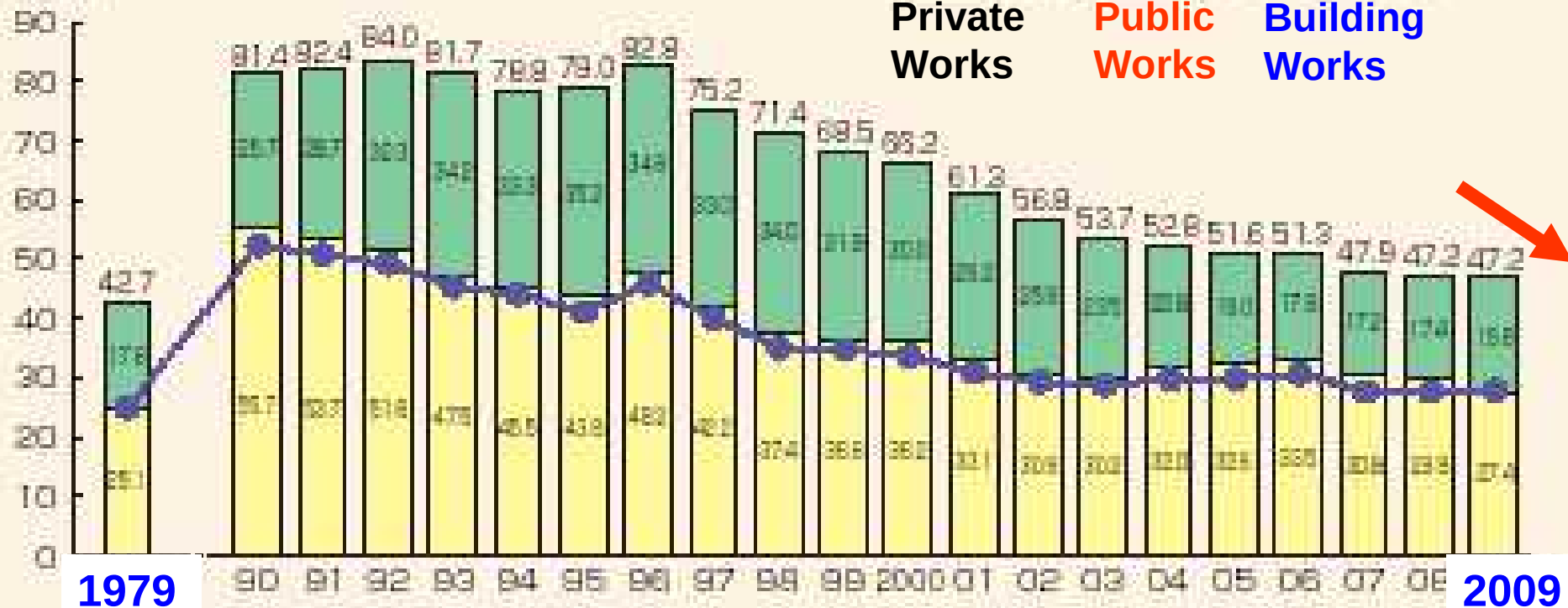
- **Property fund market – drastically reduced**
- **Strong Yen and deflation:
unstable prices of materials and labor**
- **Increase of bankruptcy and liquidation of
developers, medium/small contractors**
- **Unemployment rate gradually increasing**
- **New investment by Japanese industries
“on hold”, “reduced” or “cancelled”**
- **Many projects suspended and/or cancelled**

Public and Private investment in Construction

建設投資の推移

Trillion Yen

(兆円)



(注) 1979、08年度は異時点値、09年度は異時点値。

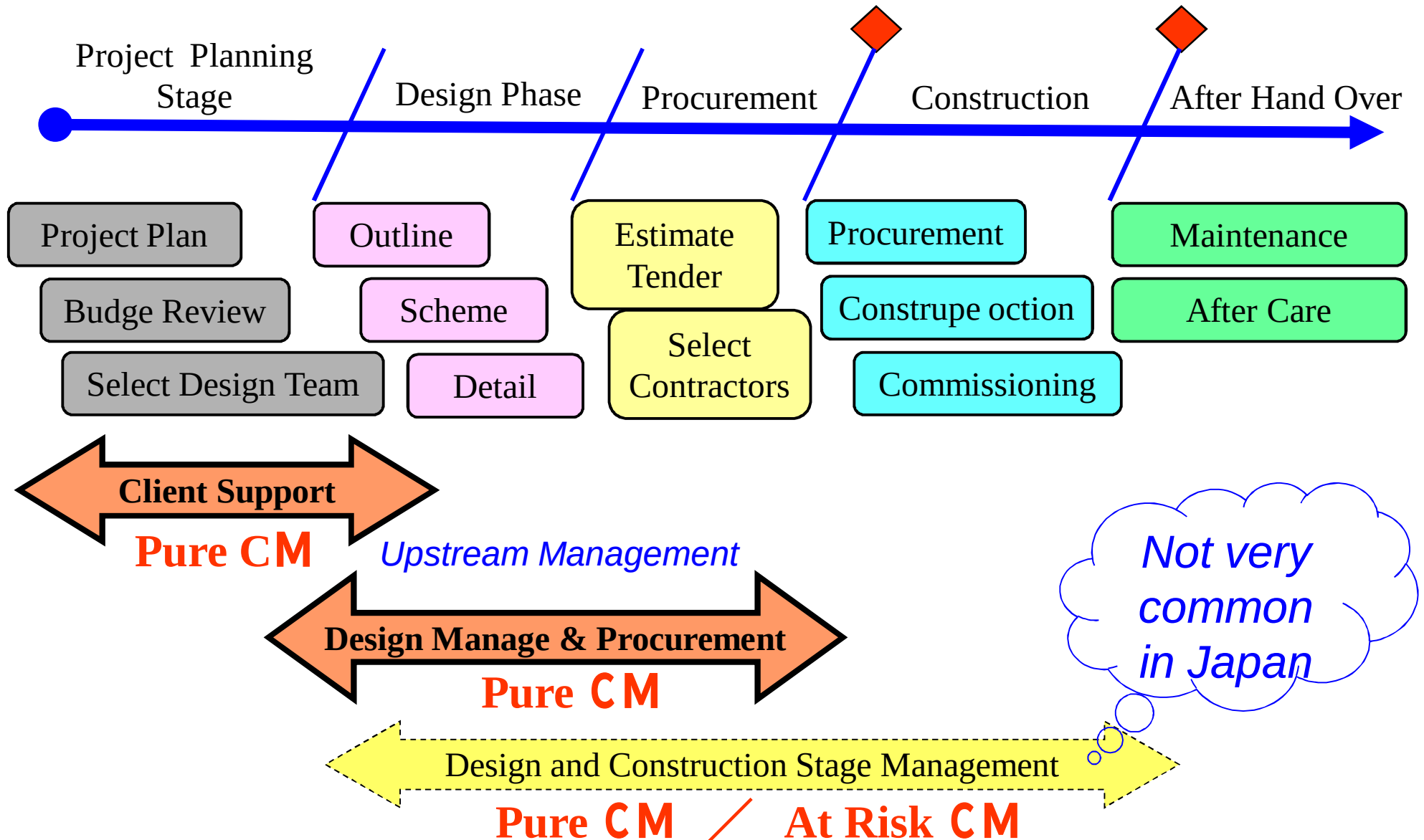
資料出所：国土交通省(2009年6月発表)

Recent changes in Construction Laws

- 2001** - Review of public tender procedures promoting fair competition and assessment
- 2005** - Promote quality assurance of public works
 - **Aneha Architect's structural forgery case**
 - Overall assessment method introduced in public tender (technical proposal + cost)
- 2006** - Anti-monopoly Law revised
 - big penalty to bid rigging/collusion ("dango")**
- 2007** - Building Law revised
- 2008** - structural **"peer check"** becomes compulsory
- 2009** - Architects Law revised – **strict qualification**
- 2010** - Further revision of Anti-monopoly Law

April 2008

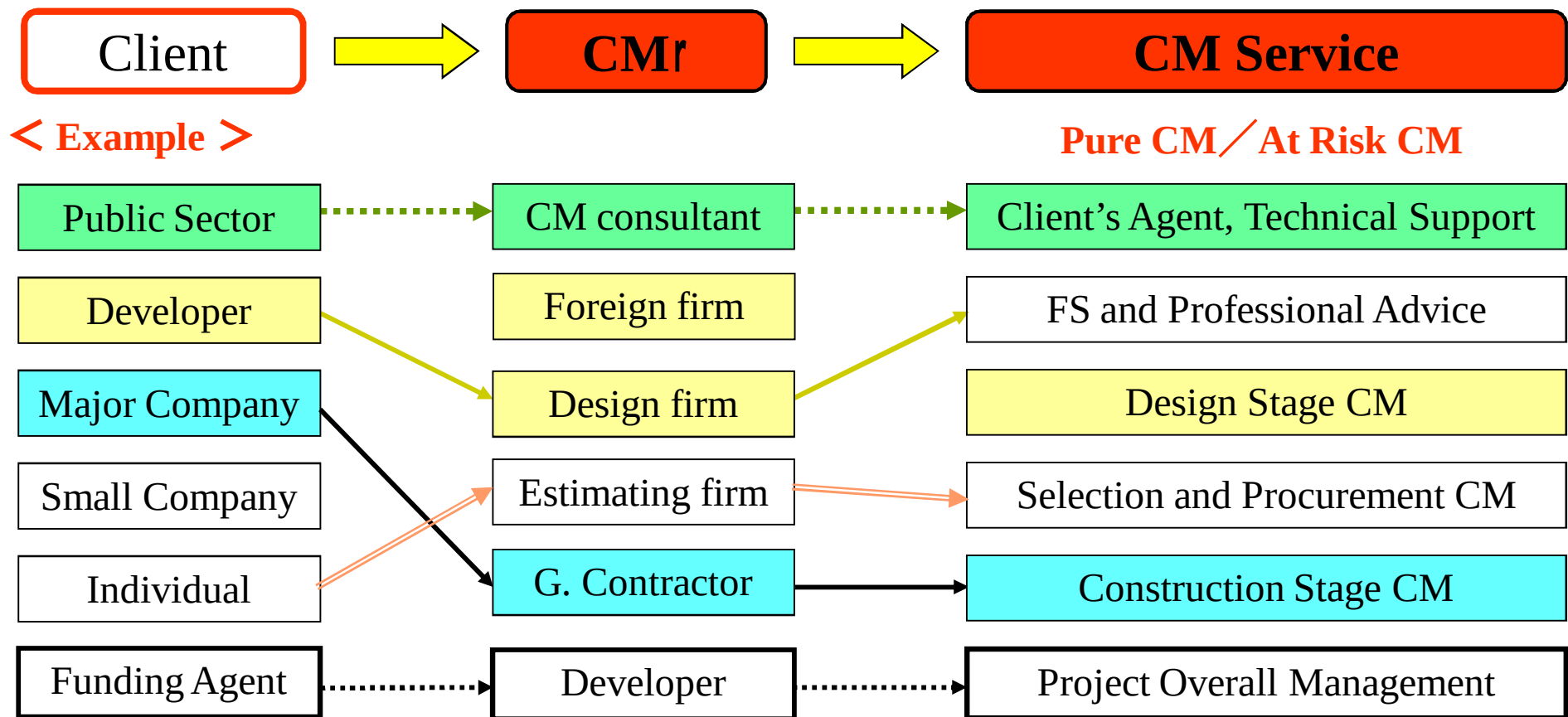
Type of CM Service in Japan



CM Service Provider - Combination

● What kind of Client ? Which type of CMR ? What kind of CM service ?

★ CM service and their responsibility may vary as shown below . . .



Major CM Service Providers in Japan

(Design Firm based)

- NTT Facilities
- Nikken Sekkei CM
- Nihon Sekkei – VMC
- Yamashita PM Consultants
- Kume Sekkei - PPD-PMC
- Ishimoto
- Plus PM

(Foreign Company)

- Overseas Bechtel Inc.
- Bovis Lend Lease Japan
- Arup Japan

(Developer Firm based)

- Mitsui Fudosan – MFCA
- Mitsubishi Estate – CM Dept.
- Mori Building
- Hankyu CM
- Kintetsu Housing Management

(General Contractor)

- Takenaka Corporation
- Kajima Corporation

(Other CM Providers)

- Meiho Facility Works

A light beige silhouette map of Japan is positioned in the background, showing the main islands and surrounding waters.

Introduction of CM Projects in Japan < Public Sector >

Government Initiative to CM

➤ Japanese Government (MLIT*) direction ...

* Ministry of Land, Infrastructure and Transport

- (1) Promote CM service to provide **professional and technical supports to local authorities.**
(especially in small towns and rural areas)
- (2) Select **“CM model projects”** (civil & building) to achieve successful results and to prove merits of CM service in Japan (2007~).
- (3) Special Committee established in MLIT to **validate “CM service in Japan”** by CM experts from academic and private institutions.

CM Advisor Support – Gov't Level (MLIT)

◆ SUPPORTS TO CM PROJECT

- **Projects being specified, CM advisors assigned**
CMAJ introduces CM advisors from CMAJ members
 - Kamikoani Village Community Center – Bovis Lend Lease
 - Minami Soma City Library – Mitsubishi Jisho Sekkei CM Dept
 - Adachi Ward, Tokyo – Gen Architectural Management
 - Daisen City – NTT Facilities CM Dept
 - Takahama City Hall – Yamashita PM Consultants
 - Munakata City Housing Scheme – Takenaka Corporation
 - **Anti-seismic structural reinforcement of existing public school buildings – project management by CM approach**

Public Sector - CM Projects

◆ INFRASTRUCTURES

- **Central Government**

- **Moriyoshizan Dam and Isawa Dam Project CM**

- **Local Government**

- **Shizuoka Pref. - Highway Route 1 Over bridge Project CM**
- **Toyoda City – Komadori Park Reservoir Project CM**

◆ BUILDINGS

- **Central Government**

- **Okinawa Institute of Science and Technology CM**

- **Local Government**

- **Minami Soma City Library Construction CM (Model Project)**
- **Nishiarai Elementary School**

Okinawa Institute of Science and Technology

Environment-conscious CM Project

- **CM: Bovis Lend Lease Japan**
- **Client: OIST organization of Cabinet Office**
- **Use: “state of the art” Research Center for Science and Technology**
- **Total Site Area: 70ha + 7 ha**
- **Total Floor Area : 75,800 m²**
- **Scope: To assist OIST from Master Planning to Procurement Coordination**
- **Completion: Mar 2009**

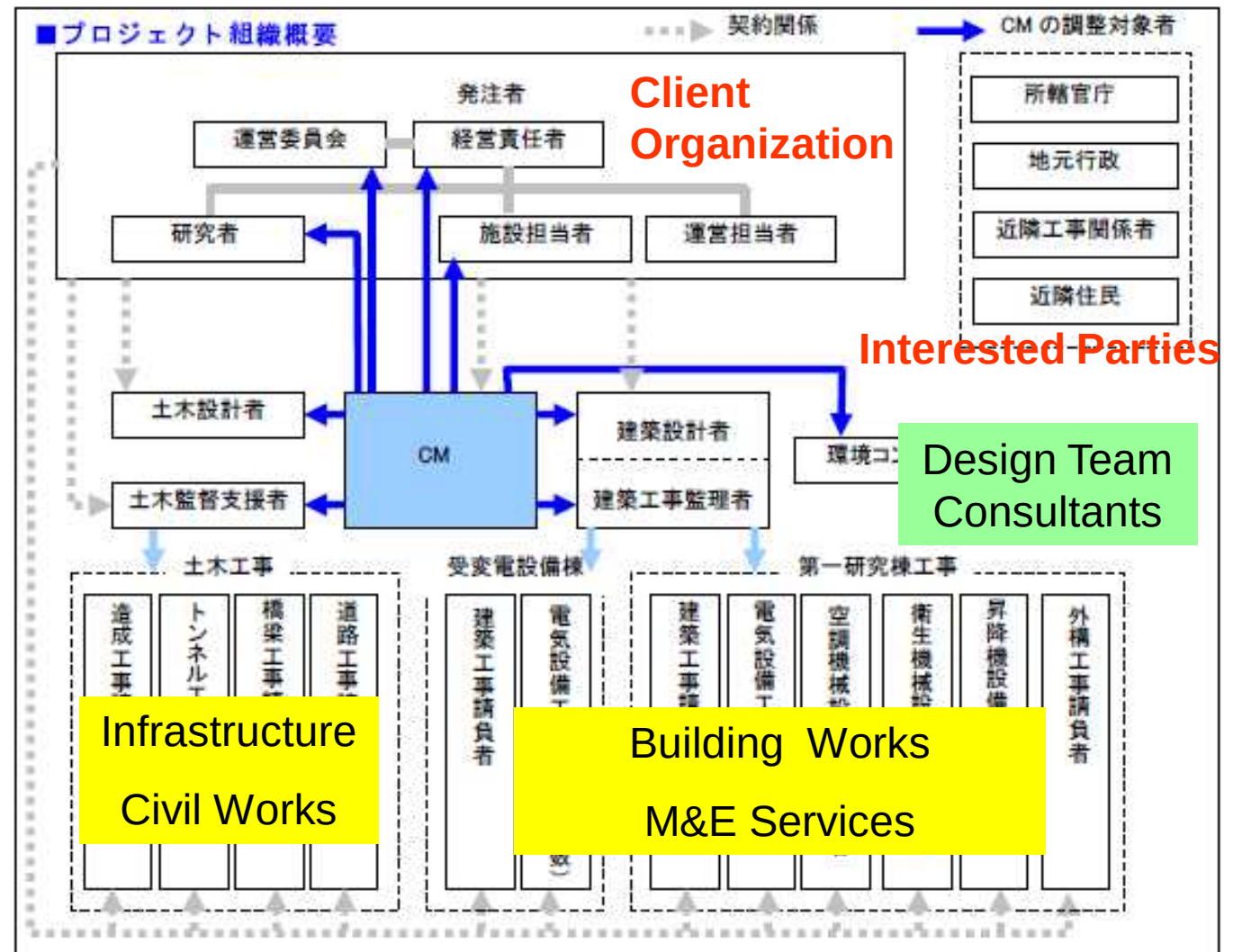


Okinawa Institute of Science and Technology

< Project Organization >



Research Bldg. -1



Minami Soma City New Library Construction

“CM Model Project”

- CM: NTT Facilities CM Dept.
- CM Advisor assigned by MLIT; Mitsubishi Jisho Sekkei CM Dept.
- Client: City of Minami Soma
- Purpose of the Project: To construct brand new public library
- Scope: CMr to manage architect and contractors and give client advices
- Total Floor area: 6,700 m²
- Completion: Dec 2009



A light beige silhouette map of Japan is positioned in the background, showing the four main islands and surrounding waters.

Introduction of CM Projects in Japan < Private Sector >

Current Trend of CM in Private Sector

- **Private Clients/Owners**
 - cost accountability and competitiveness
 - technical supports from professional CM team
validation of project, due diligence, selection of design and construction team, procurement, cost management, quality control, etc.)
- **Design Firms**
 - Expanding business opportunity to upstream management (PM/CM) to seek clients' needs
 - Combining PM/CM and design management

Current Trend of CM in Private Sector

- **General Contractors**
 - Promote “front loading” design & build
 - Guarantee on cost, time and quality
 - Wide range of professional services (fee basis) using in-house know-how and expertise
- **Other Business Sectors providing CM services**
 - Financial institutions
 - Property developers
 - Property management agents

CM Project: Oracle Aoyama Center

- **CM : Bovis Lend Lease Japan**
- **Client : Japan Oracle Corp.**
- **Purpose of the Project : Head office for Oracle Japan in Tokyo**
- **Total Floor Area : 47,000 m2**
- **Scope : To assist selection of Bldg., proposing new work-style space, interior fit-out, and overall project management until final hand-over and occupation.**
- **Design : Sato Architect & Shimizu**
- **Contractor : Shimizu Corp.**
- **Completion : Oct 2008**

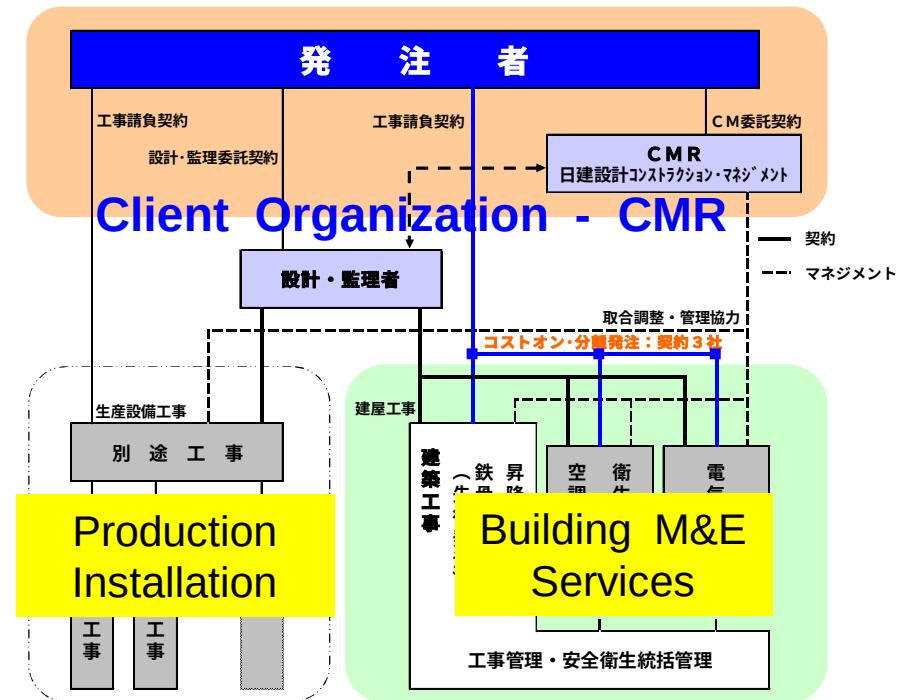


CM Project: Shizuoka Bank Training Center

- **CM : NTT Facilities, Japan**
- **Client : Shizuoka Bank**
- **Usage: Training center, and accommodations for Shizuoka Bank**
- **Total Floor Area : 13,500 m2**
- **Structure: Steel and RC**
- **CM Scope** : To provide full scope professional service to assist Client including project scheme planning, design and construction, hand-over and occupation.
- **Design : Nikken Sekkei Ltd.**
- **Contractor : Shimizu Corp.**
- **Completion : March 2009**



CM Project: Pharmaceutical Factory



- **CM : Nikken CM Ltd.**
- **Client : Pharmaceutical Manufact.**
- **Usage: Pharmaceutical factory**
- **Total Floor Area : 15,300 m²**
- **Structure: Steel, 5 storey high**
- **Completion: September 2007**

- **CM Scope :**
To provide full scope professional CM service including selection of design team, design, procurement, construction and installation of production plants
- **Design : Chiyoda Techno Ace Ltd.**
- **Contractor : Kajima Corp. & other**

Mitsubishi Jisho Sekkei CM Department

Insurance Company HQ
Refurbishment Project / Construction
Management

Location : Seoul

Project Completion : 2010(Plan)

Purpose of the building : Office and
Retails

Structure : Steel

Total Floor Area : 95,000sqm

CM Partner : Hanmi Parsons



	Cost	Schedule	Quality
Concept	●	●	●
Design	●	●	●
Procurement			
Construction		○	○

Mitsubishi Jisho Sekkei CM Department

New High School Construction Project / Construction Management

Location : Kochi Prefecture

Facility Completion : 2009

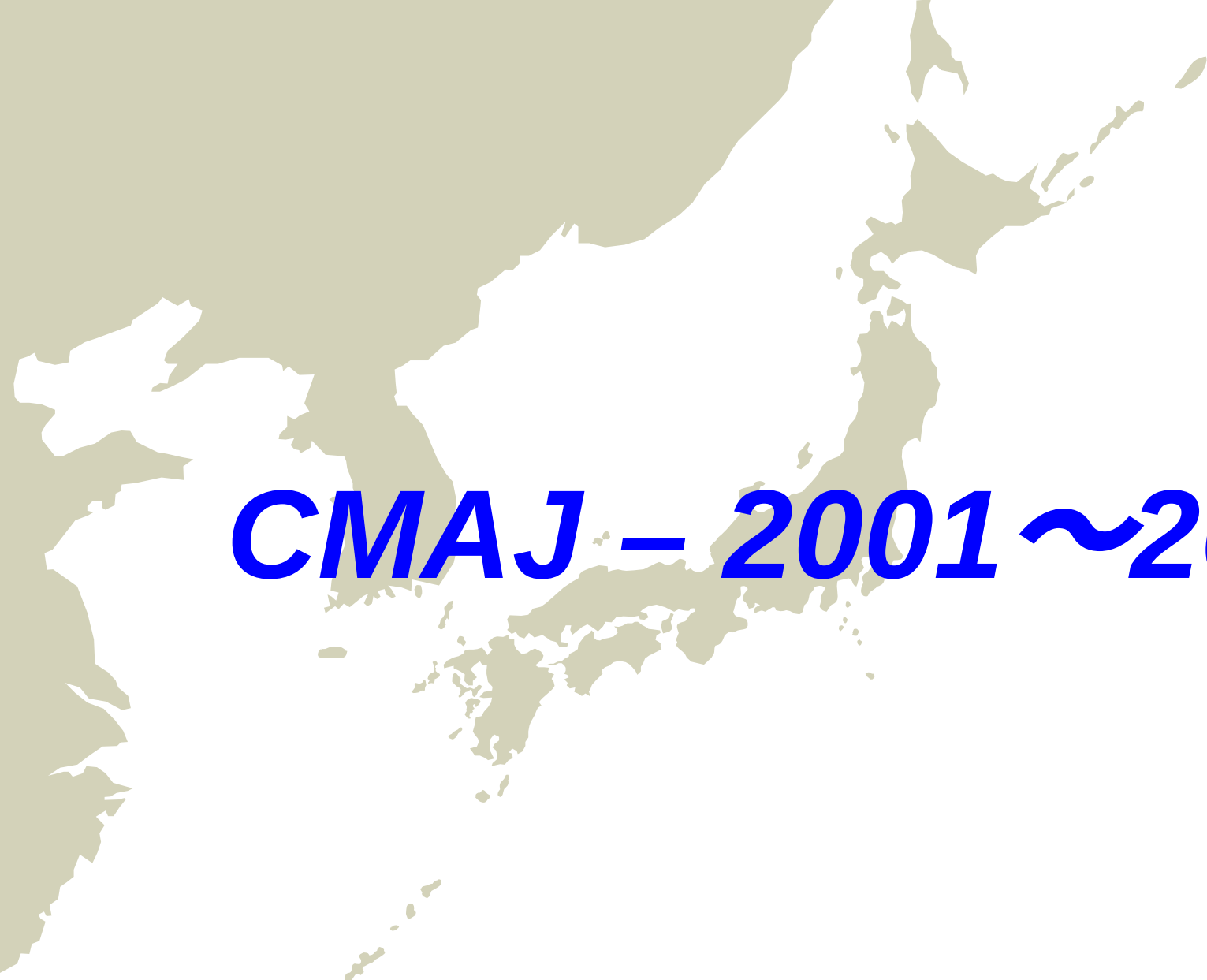
Usage: High School

Structure : Steel, RC, with Seismic
Isolation

Total Floor Area : 17,745sqm



	Cost	Schedule	Quality	
Concept	☒	☒	☒	☐
Design	☒	☒	☒	☐
Procurement	☒	☒	☒	☐
Construction	☒	☒	☒	☐

A light olive-green silhouette map of Japan, showing the four main islands: Hokkaido, Honshu, Shikoku, and Kyushu. The map is positioned in the background, with the title text overlaid on it.

CMAJ – 2001~2010

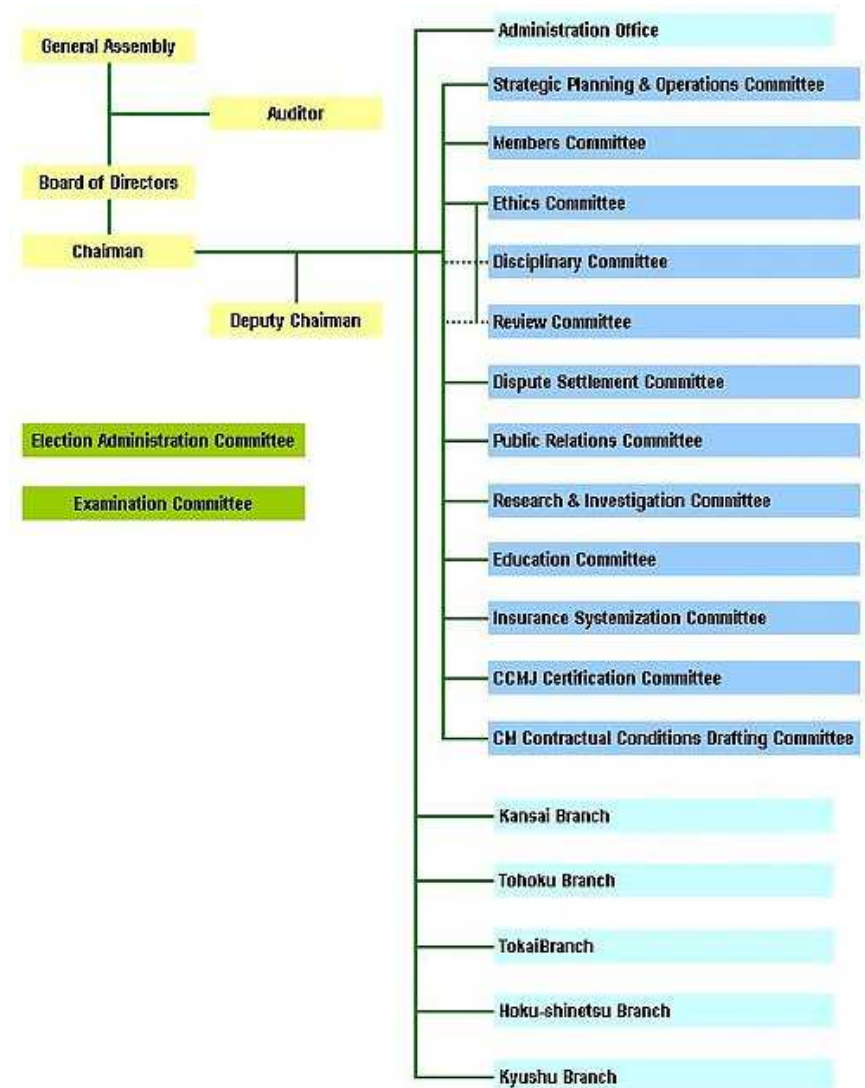
“CMAJ Incorporated” : Objective

- **OBJECTIVE**

- 1. CMAJ's activities and CCMJ certification to be officially acknowledged by Government, local authorities and society**
- 2. To promote CM in Japan by providing various service and information to clients and other institutions**
- 3. To tighten mutual collaboration with other CM and PM organizations in Japan and globally**

CMAJ ORGANIZATION

- **Fourteen committees and five district branches have been organized.**
- **All activities are carried out under the management of the board of Directors.**
- **Board Meeting is held monthly.**
- **Many sub-committees are established under the main committees as required.**



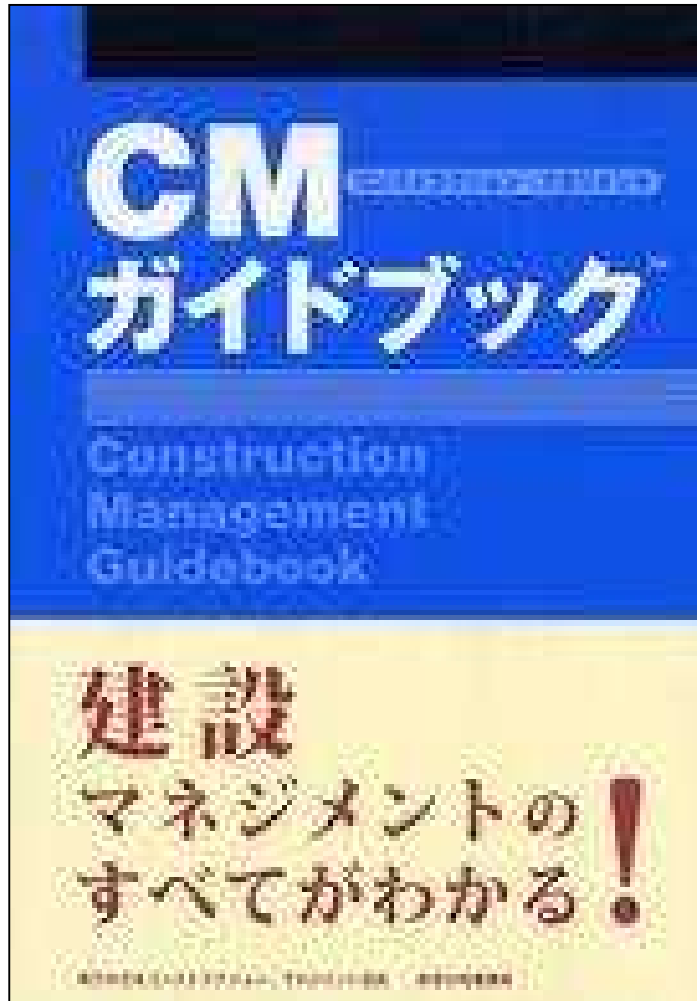
CMAJ – 9 years history (2001~2007)

- **April 2001** **CMAJ** established
- **June 2002** **Code of Ethics** established
- **April 2003** **Provisional CCMJ** certified
- **Oct. 2004** **CM Guide Book** published
- **March 2005** **First CCMJ/ACCMJ Exam** conducted
CCMJ/ACCMJ Certified
- **Nov. 2007** **CPD** (Continuing Professional Development) program started
- **Nov. 2007** **CM Contract Terms and Condition, Scope of Works** published

CMAJ – 9 years history (2007~2010)

- **April 2007** **CMAJ Forum** started
 - **Jan. 2008** **CM Liability Insurance** started
 - **April 2008** **CM School** started
 - **June 2009** **Guidebook of CM Contract Terms and Condition / Scope of Works** published
 - **Dec. 2009** **CMAJ incorporated (registered)**
 - **April 2010** **CMAJ incorporated**
-
- **end 2010** **New CM Guidebook (to be published)**

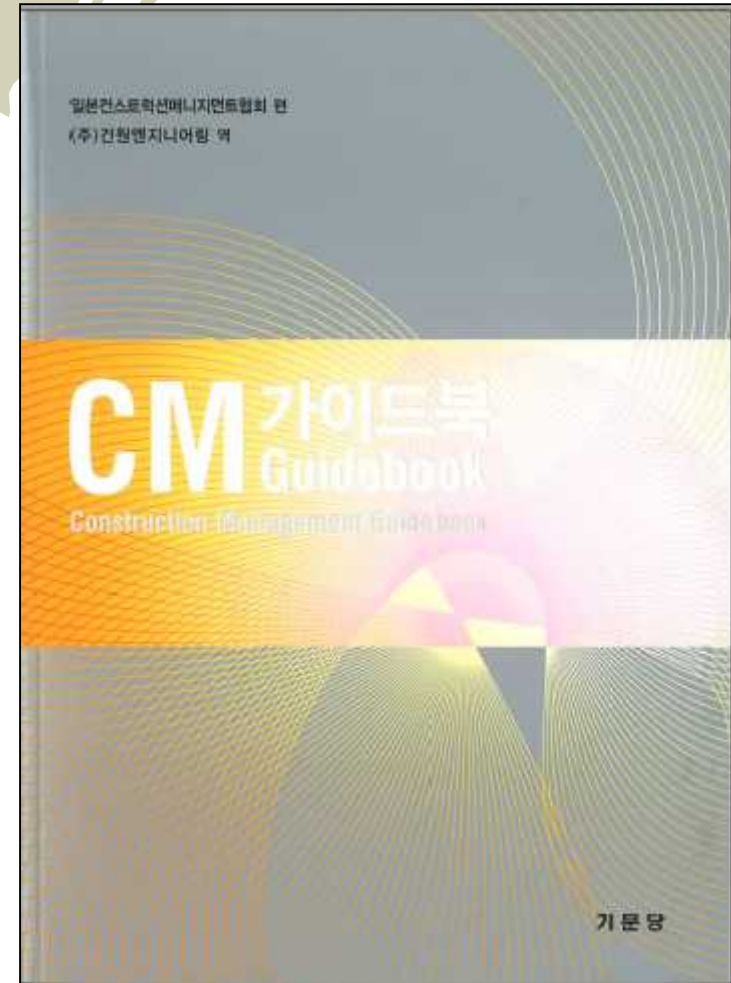
CM GUIDEBOOK



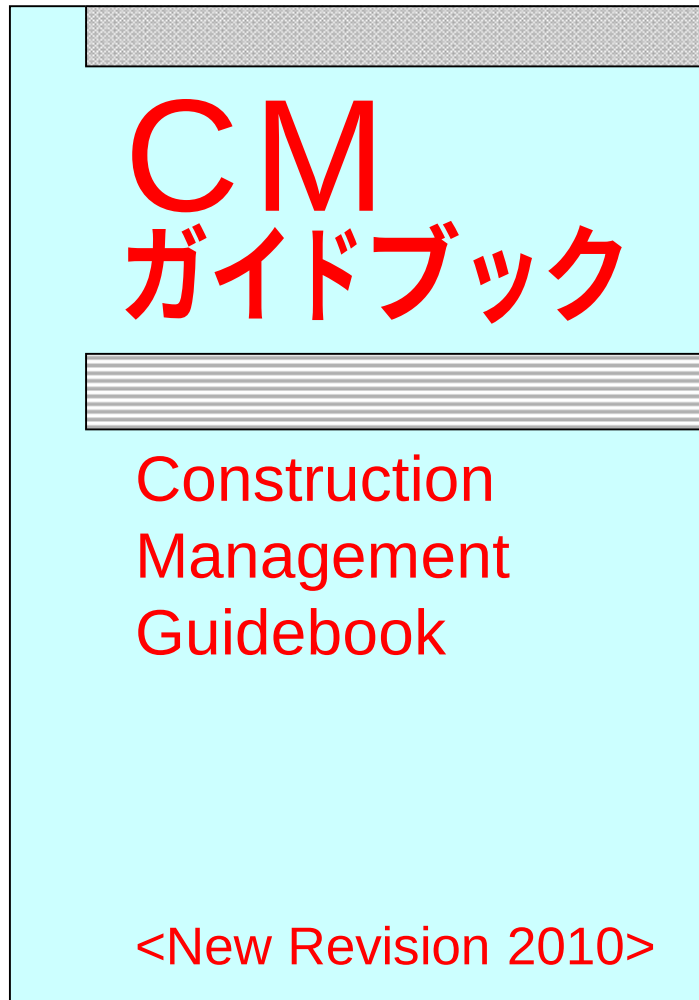
- **Published in 2004**
- **Sold approx 3,000 copies to date**
- **First Practical Textbook for Construction Managers (CMr)**
- **More than 360 pages**
- **Over 70 Authors of Professional CMr**
- **One Stop textbook of CM, covering History, Delivery Methods, Doctrines, and Technical knowledge.**

CM GUIDEBOOK (Korean Version)

- **Published by CMAK in March 2009**
- **Korean translation of “CMAJ - CM Guidebook” published by CMAK**
- **Sign of good collaboration between CMAK and CMAJ**



CM GUIDEBOOK – New Revision



- **To be published in end 2010**
- **Comply with current laws and regulations**
- **Latest knowledge and recent CM case studies**
- **Over 70 Authors of Professional CMr including CM School lecturers**
- **One Stop textbook of CM, covering History, Delivery Methods, Doctrines, and Technical knowledge.**

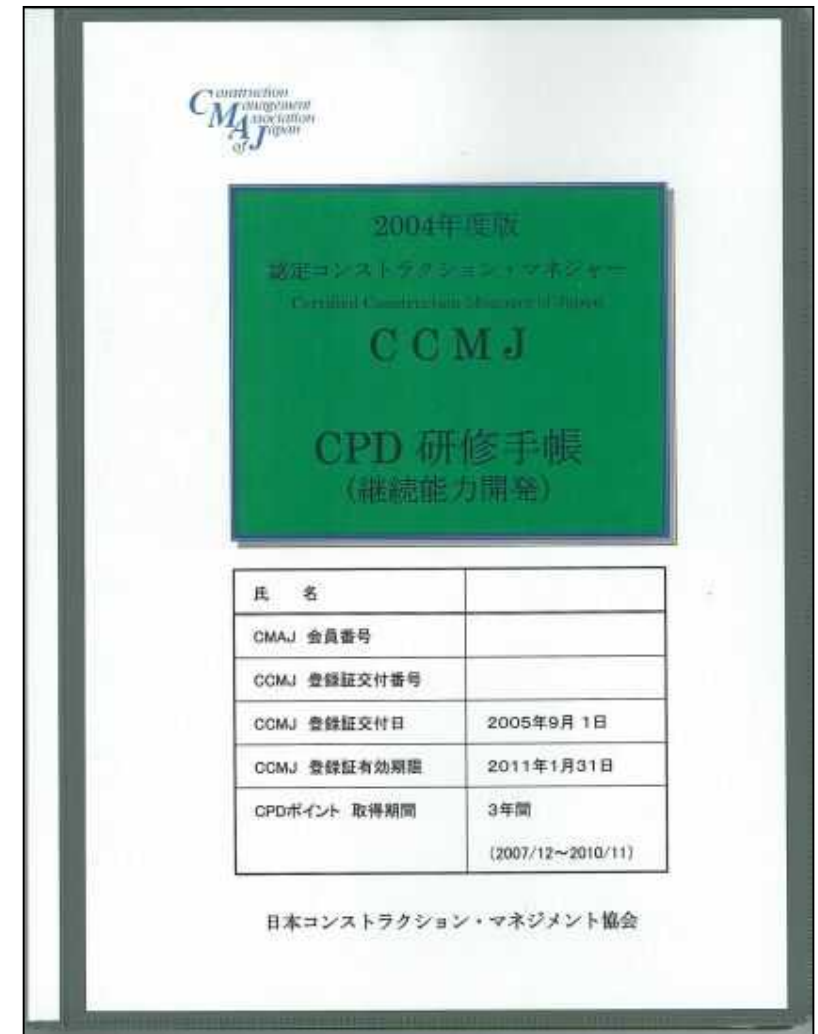
CM EXAM and CERTIFICATION

- **First Exam conducted in 2005**
- **First CCMJ certified in 2005**
(Certified Construction Manager of Japan)
- **Five Exams have been conducted to date**
- **530 CCMJ have been certified to date (over 40% of CMAJ members)**
- **Sixth EXAM scheduled in August 2010**



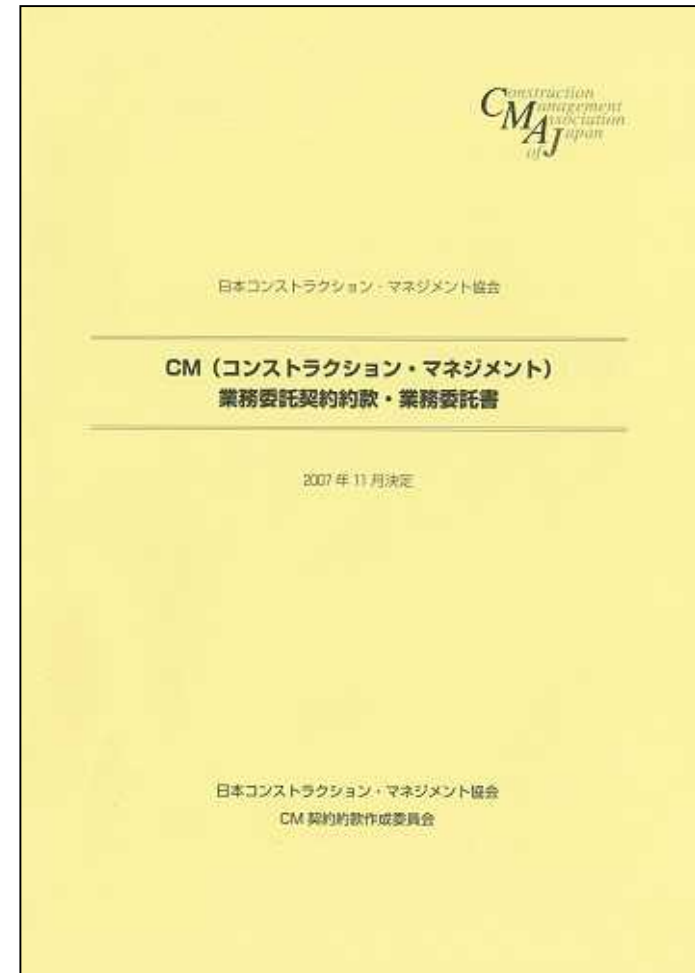
CPD (Continuing Professional Development)

- **CPD system started in 2007**
- **Tied with CCMJ Certification**
- **Proactive involvement is required to maintain CM qualification**
- **5 years program to earn 150 CPD points**
- **2 out of 4 types of CPD programs are compulsory**
- **Activities are evaluated by CMAJ CPD sub-committee**
- **First CCMJ holders' license to be renewed in Feb 2011**



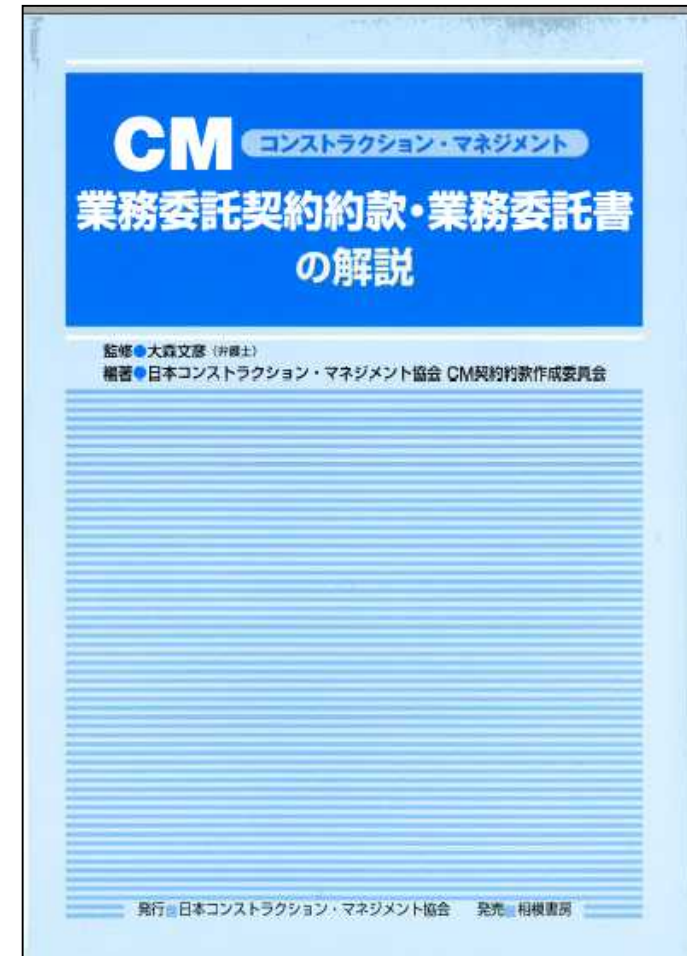
STANDARD CM CONTRACT TERMS AND CONDITIONS

- **Established in 2007**
- **First standard contract form for CM services**
- **Focused on Pure CM**
- **Lawyers and over 40 professional CMr including members of board worked over 3 years**
- **Standard Terms and Scope of Services are mutually dependent**



STANDARD CM CONTRACT TERMS AND CONDITIONS – GUIDE BOOK

- **Published in June 2009**
- **Comprises of two parts:-**
- **(1) Explanation of CM Contract Terms and Conditions**
- **(2) Explanation of Scope of Services**
- **Legal explanations and practical guidance for Construction Managers**
- **Seminars to be held in 2010**



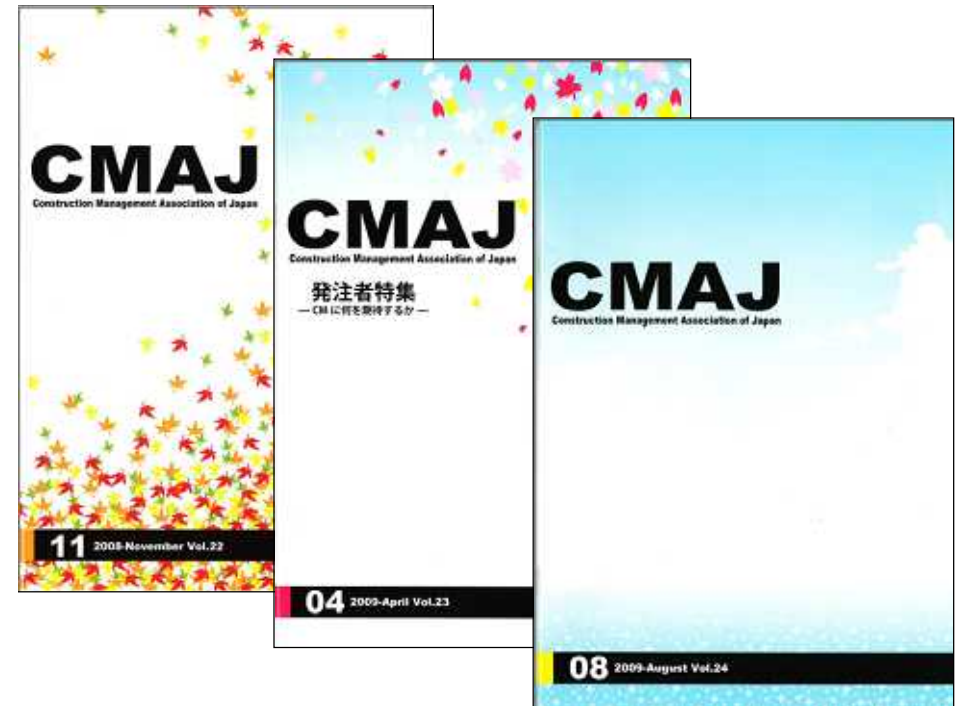
CM INSURANCE

- **Established in 2008**
- **Successfully started from April 2008**
- **First of its kind to cover Liability of CM to protect small CM firms**
- **CMAJ and Tokyo Marine Nichido Insurance jointly hold**
- **Dedicated for CMAJ members**



CMAJ - JOURNAL

- **First published in 2001**
- **3 journals issued per year**
- **Issued to all members of CMAJ**
- **Introduction of CM projects**
- **Recent activities of CMAJ Committees and District Branches**
- **3-4 articles being certified for CPD training study in every issue**



*25 journals
issued to date*

CM SCHOOL

- Started April 2008
- One year program
- Three category of lectures
 - Basic course
 - One course for CM basic knowledge
 - Practical courses
 - 8 courses for detailed aspect of CM delivery method
 - Special Lectures
 - 8 special lectures tied with each practical course



The screenshot shows the CM School website. At the top, there is a header with the logo 'Construction Management School' and the text '日本コンストラクション・マネジメント協会 CMスクール'. Below the header, there is a navigation menu on the left with links like 'TOP', 'CMスクールとは', '受講希望の方へ', and '事務局より'. The main content area features a portrait of the school principal, Kenji Kikuchi, and text explaining the school's mission and the types of courses offered. A yellow box at the bottom of the screenshot contains the text: 'New CM School Courses will start in June 2010 (8 Courses in Two Year Program)'.

CMスクールとは

■ TOP

■ CMスクールとは

■ 受講希望の方へ

■ スクール構成

■ カリキュラム

■ 講師紹介

■ 年間スケジュール

■ メニュー

■ 注意事項

■ 会場

■ 申込方法

■ FAQ

■ 予約者状況

■ 事務局より

■ 免責事項

■ プライバシーポリシー

■ お問い合わせ

◆ CMスクールの 特徴

このCMスクールは、既にコンストラクション・マネジャー (CMr) として活躍する方、またこれからCMに取り組みようとする方を対象として、さまざまな分野のプロフェッショナルを講師に迎えて、基礎及び実践的な知識と技術を学ぶ場を提供致します。

このスクールを通じて、実際のプロジェクトにおいてCM業務を遂行できる能力を持つマネジャーを育成し、健全でかつ質の高いCM方式が日本に普及することを目指しています。

CM業務を遂行するために必要な基礎・実践的な知識と技術は、単に建築の設計や施工の知識と技術に留まらず、法律、契約、ファイナンスなど様々な分野があります。本スクールでは、そのような知識と技術の中から、特に重要と考えられる分野を抽出し、その分野について体系立てて学んで頂くという思いでカリキュラムを組み立てています。それぞれの講座では複数の講師が専門分野を担当し、全体としてCMrが有すべき知識と技術を皆様に提供します。皆様が不足していると思われる分野の講座を受講されその知識と技術を習得されるとともに、今後の業務に備える新しい分野の講座も是非受講されて、幅広い知識と技術を身に付けて頂きたいと思っております。

**New CM School Courses
will start in June 2010
(8 Courses in Two Year Program)**

CMAJ - FORUM

- **Started in April 2007**
- **Special seminar and lecture for CMAJ members (in Tokyo area)**
- **18 Forums being held to date (every 2 months)**
- **Introduction of**
 - **Recent CM projects**
 - **Activities of CM companies**
 - **Panel discussion on CM issues**
 - **Activities of CMAJ committees**
- **After Forum informal “get-together” among participants to promote CM understanding**

CMAJ Mission - the Way Forward

- 1. CMAJ infrastructure is mostly established by 2009.**
 - CM exams, CCMJ certification and CPD program**
 - CM insurance, Contract terms & conditions**
 - CM guidebook, CM schools and seminars, etc.**
- 2. CMAJ organization needs to be re-established to suite smooth operation of CM support services.**
- 3. Promotion of CM service in public and private sectors is the key issue.**
 - CCMJ can be authorized by Government ?**
 - Public and private clients adopt CM procurement ?**
 - How to increase CMAJ members and CCMJ ?**



***Thank you
for your special attention***