Program Management and Value Proposition Skill for Entrepreneurs  
-Methodology to training by practical tool for broad applications -

Shigenobu OHARA†

An essential of the Japanese program management is the value proposition skill for actions by coordinating stakeholders. The typical player is represented by the entrepreneur who succeeds in chance making to the unique and small start-ups. This paper deals with the method to overcome constraints to sustainable transformation. The best practices imply inclusion of different opinions for the right decision making which depends on deep dialogues for creative options. Unique premises are explored to suit changes happening in uncertainty. Agricultural cases in different premises in Japan are disclosed for references to policy makers of programs in the Philippines.

Keywords: Program management, Value Design, Decision Making, Changes, Methodology

1. Introduction: Triple issues, income level traps and escapes

Economic dynamism has been generated by Asian countries. Diversity of development can be traced by GDP per capita to discover issues for transformation. Rough classification of the parameters may imply positioning countries globally. If traced decades level income change, the implications are worthy of debating to the leading pioneers engaged in policy, strategy and planning action programs. In the keynote speeches of the conference Dr. Kunio Yoshida1-1 professor warned the drastic change in industrial environment referring to P2M and Dr. Elvira A.Zamora 1-2 of University of the Philippines implied understanding, harnessing and leveraging the disruptive potential of projects. First, the paper underlines value discovery of unique nationality and proposition skills for entrepreneurs to lead transformation. Japan has been struggling with the matured economy of “high income trap” beyond 40,000 US dollars income achieved by of 21 countries including Singapore and Hong Kong in Asia. The stand still is named by lost double decades since Asian financial crisis in 1997 triggered in Thailand. The GDP per capita (purchasing power parity) of Japan was 24,765US dollars in the year and began to stagnate situations during ups and downs 41,275 US dollars in 2016. The policy should have been motivated with more service interface than the manufacturing domain. Second, the paper introduces the Japanese way of agricultural transformation in global competition environment. The Philippines and Japan shares the rural life by rice farming. The production of rice is mostly equal to 1.0-1.2 million tons and both manage small scale farming land though Japanese consumption is declining and the demand is supplemented by import in the Philippines.

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Japanese version of P2M may be significant reference to agriculture transformation as well as to poverty escape issue. Turning the view to the GDP per capita (purchasing power parity) in the Philippines, the income doubled from 3,172 US dollars in 1997 to 7,728 US dollars in 2016. The country had enjoyed faster at 6-7% GDP growth late and escaped the “low income escape” beyond 3000 US dollars GDP per capita and approaching to middle trap zone. Dr. Hiroshi Kubo\(^1,3\) suggested that innovation follows strategy in aiming to realize hyper smart city. Figure 1. shows the trajectory of “middle income trap” by Yasuyuki Todo\(^1,4\) of RIETI fellow advisor that the growth rate of GDP declines at certain income levels of countries. His finding is worthy of learning that the traps is likely to be hurdles of exclusions towards innovation.

![Figure 1 middle income trap in low rate of growth (translated and included the Philippines)](image)

Fig. 1 Middle income trap in low rate of growth (translated and included the Philippines)
Cited from RIETI research paper\(^1,3\) by Yasuyuki Todo September 3, 2014

Third, the micro financed entrepreneurs are potential candidates for recruits in the Philippines. Critical barriers to candidates are perceived to open more chances of business for job creation\(^1,5\) with incentives of larger funding beyond micro funding if value proposition is validated. The profile of socially trusted entrepreneurs is different from the category of the profit oriented type that ecological and social impacts are weak. The value proposition skills for entrepreneurs help to solve initial costs for business start-up and expanded coordination with stakeholders.

### 2. Basic definition and framework for value proposition

P2M\(^2,1\) is the acronym of project and program management. Both managements are complimentary and harmonized if mission variety is categorized by system views. A project is a stand-alone undertaking of definite and specific mission with clear goals given by client or boss in organization. Project management way is planning, implementing and controlling a given system and definite goals. It is project business angle of the system contractor. A program shall be considered an integrated group of undertakings linked to a policy or strategies to achieve holistic-indefinite mission of multiple purposes.
The program is contrived to tackle with the attributes of complexity of tangled interrelations, multiplicity of stakeholders, scalability of scope and uncertainty. Reminding of social programs attributes, transformation from poverty escape and the middle-income tap is typically categorized to programs beyond project type solutions to escape by the new from input driven growth, deregulation, social capital, education, global competitions and income disparity causes. The figure 2 outlines the managerial process, knowledge, tool and cycle bases for intellect generation in the framework of integration management and methodology. The program manager shall be motivated and authorized by public and private organizations. The well springs to the framework is based on the research of socially trusted entrepreneurs of excellence. Program management is the capability of integrating policy and strategy to generate holistic mission to further manage different types of models of scheme (master plan), system (solutions) and service (the new business) or projects. The value proposition is the initiation to transformation of lifecycle view on behalf of the owner. It is the value creation angle of profile represented by the socially trusted entrepreneur. Modeling is a method to explain complicated contexts in analogy form. It is timely for policy makers to open the platform to debate sustainable transformation with change agents and to link broader applications in basic planning of ODA, R&D, regional development and education programs. The capacity development is encouraged by records of practical performances. The capability is exhibited in value creation process or cycle management from value design (scheme), value delivery (system) to value capture (service) in the left figure which corresponds to issues, looking for solutions and justification. The well springs to the framework is based on the research of socially trusted entrepreneurs of excellence.

Merits are used for integrating business and system contexts. hardware, software and hybrids explanation of structure, function, and behaviors. This grand design for the entire life cycle is called program architecture for owner’s governance and accountability. Architecture management is defined as grand design and planning capability of lifecycle execution for setting values creation process,
scheduling of goals, and documentations for collaborations from strategic scenarios to deliver office and partners.

3. **Methodology for program governance and accountability**

3.1 Governance for critical control by reviewing, decision makings and commitments

Here, methodology shall be touched in terms of critical stages, process and management level. Governance is the basis of social trust to the organization. Short range profit pursuit conflicts occasionally to stakeholders. Program management shall include long range holistic mission that transformation is ensured to achieve the harmony of economic, environmental and social values.

As shown in the row of chart governance shall be ensured in critical stages for dialogues to reviewing (to 5p premise, planning, problem, progress and process) decision making and commitments (by output paper, evidence, documents and contracts). Principally the six type of management knowledge (the chart of column) for the purpose shown in matrix of the table 1. Value proposition skills are positioned in the third column of architecture management marked by ◎. Dual knowledges of profiling and strategic managements shall be interpreted supportive to advance the value proposition skill as marked by ○. The advantage of the skills gives the upgraded positive impacts and relations marked by # to the subsequent platform, lifecycle and evaluation managements. For example, quantified data of modeling level is stocked in the platform and the options to changes could be reviewed by 3S modeling level comparison.

The skills are supplementary to evaluation management by balanced score card for general management to precision of program management. A set of managements in the first column under the title of governance is named program integration management and explained hereunder.
### Table 1. Governance for critical control by reviewing decision makings and commitments

<table>
<thead>
<tr>
<th>Governance</th>
<th>Reviewing</th>
<th>Decision makings</th>
<th>Commitments</th>
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<tbody>
<tr>
<td>○ Profiling management</td>
<td>Visionary is sharable for initiation of program</td>
<td>Business scenarios for conditional admission</td>
<td>Basic planning on desk for chance making</td>
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<tr>
<td>○ Strategic management</td>
<td>Visibility is permissible by strategic analysis</td>
<td>Business, system and technical solutions</td>
<td>Sourcing resources and funding with partners</td>
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<tr>
<td>○ Architecture management</td>
<td>Investing is feasible to ongoing execution</td>
<td>3S modeling value design for benefits</td>
<td>Consensus of the entity and stakeholders</td>
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<tr>
<td># Platform management</td>
<td>Information, resources and data is accessible</td>
<td>Hard and soft platform for communications</td>
<td>Agreement of roles and rules for partnership</td>
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<tr>
<td># Lifecycle management</td>
<td>Execution is controllable and manageable</td>
<td>Transparency process for options to changes</td>
<td>Governance codes and duty for accountability</td>
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<tr>
<td># Evaluation management</td>
<td>Indicators is reportable timely to players</td>
<td>Strategic and financial indicators and system</td>
<td>The structured method is agreeable by partners</td>
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Profiling management may provide initial problem of conflicts by sharing visionary or mission for collaboration. After business scenarios are made, decision making is ready and different comments open the way for conditions and options. At this stage, basic planning on desk is the method for cost and time save to look for sponsors. Logic model tool is often used for output. Strategic management help ensure solutions of visibility by analytic tool. Typical method is the review to strength, weakness, opportunity and threat analysis to explore business, system and technical solutions by road map tool for output. Strategic scenarios are output documents to proceed the next step. Architecture management is the grand design for practical execution by 3S modeling methods of value design for benefits, because the major investing shall be the timing of decision making to reviewing feasibility. Method for consensus shall be mandatory for the program organization to assume accountability to stakeholders. Value proposition template and skills entitled of the paper are mandatory at this stage. Platform management is a lifeline infrastructure to supply information, resources and data for supports. Accessibility shall be managed by rules and protocol sharing and offices are supported by hardware and software platform for communications. Partnership agreements are needed for commitments including secrecy and intellectual property rights. P2M platform templates are flexibly customized for applications to ICT development and ODA capacity development. Lifecycle management depends on monitoring, controlling, managing and reviewing to apply options to change in transparency process. Decision making shall be made by prior consent by clarified procedures, templates and methods agreed with governance codes and duty for accountability. Value proposition of 3S modeling benefit and risk quantification tool may be a simple but practical method. Evaluation management is essential to reporting results of progress and feed-backs to stakeholders. Strategic, financial and accounting
indicators shall be monitored and delivered. The balanced score card is deemed effective because it is flexible to be customized to design critical success factors and key performance indicators for strategic management purposes.

3.2 Procedures to value proposition in practice

Program manager shall be accountable to produce value proposition documents of practical design and actions to fill with policy and strategic requirements. Assumed that 3S modeling is guided before application, the template of chart 2 is designed by name to value design window.

In the X-axis, scheme, system and service models are allocated, while in the Y, value indicators represented by economic, environmental and social values of three programs of A, B and C for comparison. The window is featured to look at different value creation approach of the respective programs and further by scoring.

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<td>Pv: Economic value</td>
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<td>Sv: Social value</td>
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</table>

Pv: Profitable value indicators Ev: Environmental value indicators Sv: Social value indicators

A: Context key in program A, B: Context key in program B, C: Context key in program C

The matrix indicators of 27 extracted context keys and points scoring could be the powerful tool to practitioners. Further, the 9 sums in the right offers the scoring order for the value category and the indicator. The vital competence is pinpoint selection of short key phrases to fill the matrix. Exploring the management methodology, the theory and practice shall be congruent mutually to better results. For the purpose, value design and actions for results shall exhibit them equally, logically and essentially.

4. Applications

4.1 Japanese agricultural transformation

Three strategic scenarios are presented for broader applications. Program A is value proposition of small scale organic farming of vegetables proposed by the young entrepreneur. Program B is digital transformation by large scale farmer and/or the new entry of R&D type companies. Program C is synergetic value chain integrating farming, processing and marketing called “Rokujika”) policy guided
program. It stands for the sixth industrialization to link and upgrade synergies of resources generated from the first, second and the third by a value chains from farming, processing and services to end consumers. Bold letters of economic, environmental and social values are guides to remind of the context keys which are likely to be ambiguous, missing and random expressions. Underlines are remarked to see model based search for value drivers for inputs. If not, feedback quests are required for clarifications.

- **Program A**

The economic value is represented by a key context phrase of a small scale of organic farming. The business may be initiated by the master planning which underlines safe and tasty foods in scheme model. Vegetables are more selected than rice, wheats and corns, because they are sold in higher price in less competition. Once the fame is penetrated by quality of the manual organic soil farming in system model, the local brand will assure steady sales with satisfaction of customers in service model. The environmental value is featured by symbiotic farming with ecology because of no use of chemicals. The plan will appeal the value factor to revive the wasted farmland in scheme and the unique eco-friendly priority system model. In the community, benefits are evaluated by heritage of local nature and assets of life tradition in service model. The social value is distinguished by young entrepreneurs in the aged society, because it virtually brings about their returns from the urban area to the rural for settlements. The U turn type resident planning in scheme model matches exactly with public policy of community activation. Evidently, public subsidy pilot trial is permitted to verify the effectiveness in system model. Social value is the challenge to motivate rural job and life to be created in service model for by the new generation.

- **Program B**

The economic value is symbolic in the context of digital reform to management solution. The master plan puts priority to invest productivity in quality and quantity to profitability of economic value in scheme model. Data based farming is available in hardware of plant factory and software of ICT advantages in system model. Stable mass pack delivery is popular to super market in service model, because it is clean, convenient and less costly. The environmental value relates to strategy for productivity. Master plan targets survival in labor decline from manual to automatic in scheme model. The automated vegetable factory is free from climate and the all-weather type cultivation may stabilize the supply in system model. The benefit of strategy may save resource and energy in system and delivery in model. The social value is noted by capital inflow to community activation. Central government encourages the merge from the small to the large by corporate faming in scheme model. The strength is versatile to solid foundations particularly in terms of know-how advantage of production in system model. Social value is the incentives that large capital pays new business interest for entry and employ young researchers in service model.
The economic value is formulated by synergetic value chain policy. The master plan intends the upgraded value creation by “Rokujika” way of synergetic platform in scheme model. It stands for the initiative proposed by Dr. N. Imamura who conceptualized the integrated value chain in system model to link farming (the first), processing (the second) and marketing (the third) to the exit. To be more practical, the farmers initiate expanded management from ingredients, foodstuff in pack for direct sale and delicatessen at restaurants or shops either real or net platform in service model. The environmental value is trusted to make good use of resources and logistics. Self-reliant farming is the base of master plan for sustainability to preserve assets of the local farmland in scheme model. The assets are compound of climate, logistics, knowledge soiled in the community. Evidently, the uncultivated lands shall be revived to keep symbiotic advantages of local merits for strength in system model. For example, soybeans are popular ingredients for the Japanese while deep care is needful against plant disease and insect pests. They are fermented to Syoyu and Miso” (soy bean source and fermented paste) seasoning for cooking by the second industry. Today, quality of soybeans and clear natural water constitute of high branding of the region for urban market. The service model of alliance and or in net platform generates synergy with “Tofu Cooking” (soy bean curd menu) restaurant in tourism spot. The social value is desired by policy linked subsidy business proposal in public bids. Central government accredited the supportive planner to “Rokujika” to local farmers in scheme model. The driving key is considered to boost local – urban connections of contacts and interchange in system model. Social value is the incentives that new venturing platform may give social impact by private-academia-public partnership in service model. agricultural-chemistry and agricultural medical are key cross disciplinary researches for advanced venturing and business creation.

4.2 Three steps approach

Value design review is significant in the stage of primary investment from idea to execution to expanded stakeholders. Being aware of timing use, three (3) steps are guided. First, zero base review is basic to assure triad unity of belief, thinking and action to the main program A and options of B and C. Pick up job of context keys help remind of such several ways as uniqueness, competitive advantage, visibility, feasibility and social impacts. Second, positive eye quest to context keys shall be reviewed by careful attentions from problems to solutions. Should negative eye quest expressions be found in context keys, they are replaced by more sided to positive terms with debate and memos, because the negative implies risk factors in the intent to be noted. The review is essential to keep the method consistent. Third, scoring for net value shall be ruled in three levels to assess the resulted benefits. Point five (5) is the best as expected, three (3) is the standard or good and one (1) is the unsatisfied or poor. The chart 3 shows the practical application of case practice for program manager capability of value
design review by using the template. Value proposition is exhibited in architecture lifecycle models of program A, while B and C. by comparative way at glance.

Chart 3. Value design review with scoring by positive eye

<table>
<thead>
<tr>
<th>Value indicators</th>
<th>Scheme model M1:</th>
<th>System model M2:</th>
<th>Service model M3:</th>
<th>P</th>
<th>ΣMiP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pv Economic value</strong></td>
<td>Safe and tasty vegetable</td>
<td>Organic soil growing</td>
<td>Local brand sale service</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>A Small organic farming</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td></td>
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<tr>
<td>B Digital transform</td>
<td>Invest for productivity</td>
<td>Data based farming</td>
<td>Stable mass pack deliver</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>C Synergetic value chain</td>
<td>Synergetic platform</td>
<td>Integrated value chain</td>
<td>Mixed agro marketing</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td><strong>Ex Environmental value</strong></td>
<td>Waste farmlands reuse</td>
<td>Eco friendly priority</td>
<td>Local assets of life</td>
<td>5</td>
<td>15</td>
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<tr>
<td>A Symbiosis farming</td>
<td>5</td>
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<tr>
<td>B Strategy for productivity</td>
<td>Survival in labor decline</td>
<td>All weather cultivation</td>
<td>Resource &amp; energy save</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>C Resources and logistics</td>
<td>Self reliant farming</td>
<td>Local merits for strength</td>
<td>Green foods and tourism</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td><strong>Sv Social value</strong></td>
<td>U turn resident planning</td>
<td>Public subsidy pilot trial</td>
<td>Motivate rural job &amp; life</td>
<td>5</td>
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<tr>
<td>A Young entrepreneur</td>
<td>5</td>
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<tr>
<td>B Community activation</td>
<td>Corporate farming</td>
<td>Know how advantage</td>
<td>Create the skilled jobs</td>
<td>3</td>
<td>13</td>
</tr>
<tr>
<td>C Policy linked subsidy</td>
<td>Policy matched planning</td>
<td>Local-urban connection</td>
<td>New venturing platform</td>
<td>3</td>
<td>11</td>
</tr>
</tbody>
</table>

4.3 Advantages of the method and results

Advanced software tools are surely effective and scientific if data and cost are available. For small but venturing business, a few thousand – several hundred thousand dollars of feasibility or basic business research may be substituted to the capital for the initiation. Value design window is cost free and dialogue based quantifications for chance making in small village assessment and propositions. It excels in the value driver precision of unique ideas in the 3S modeling base. Advantages may advance regional applications4-1 by advantages of simplicity, convenience, virtual training, database, visualization and timely information. The principal merits are focused by three points including the further guides. They are effective to priority ranking by scoring programs, strategic advantage4-2 of modeling base, and benefit risk analysis. First, priority of program A, B, C is pioneered to ordering the architecture by matrix form evaluation of parameters of models and different value dimensions. For example, the right end column under the sum of economic value ( ∑ MiP. i=1,2,3. Pv, Ev, Sv.) clarifies the ordering that C ranks the highest and A is the lowest. A= 7 < B= 9 < C = 11. Likewise, as to environmental value, the ordering is read in the sum A = 15 > C = 13 > B = 9. Similarly, social value ordering is ranked A =13 B = 13 C > 11. In summary, the architecture design is excelled in the environmental and social values but weak in economic value. Second, strength and weakness can be disclosed by point gaps in cause-effect relationship. Looking to the scheme model (M1), the point gaps of A is caused by value indicators A = 1 < B = C = 3 as well as to the service model (M3) by point gaps of A by value indicators A = 1 < B = C = 3 similarly. Third, the value design review tool has the dual aspects not only benefit but risk analysis. Reminding of the chart 3, positive eye is underlined to filling context keys in the matrix. Here, the negative memo is utilized for risk control tabulations for design review. What is the sensitivity of scoring to the value assessment behind? Here, the judgment of scoring is resulted by the mental equation that net value(n) is calculated by the formula from the best as expected (b=5) minus potential risk (x) n=b – x and risk x=5 - n. Apparently, if scoring is five, potential risk is deemed to be zero or
small. Likewise, if scoring is three (3), risk point is taking account of $x=2$, and net benefit scoring of one (1), risk is hidden in mind alarming $x=4$. By this way, risk design window could be tabulated similarly by changing different view.

5. Discussions

Significant improvement may be expected by several implications from the discussions. First, questions are raised by users that selection of context keys are agreed to exhibit tool for visibility at glance. Nevertheless, filling context keys are subjective and high hurdles in practice. The author admits the comment, while a variety of opinions is worthy of chance to refine solutions by scoring. Essentials of P2M is targeted to assure the gained results by fusion of science, practice, wisdom and arts. Logic model in mission profiling is proven effective if the guidance is pertinent. KJ method and brainstorming is famed as proven to explore consensus and uniqueness for collaboration. The issue is the visibility and scoring tool for dialogue. Second, questions are also pointed to reliability of the tool that the template is too simple and scoring is rough for the solid architecture design and actions. If programs are large and complicated like those of public infrastructures, budget may be funded by 5-10% for planning, simulation, feasibility and technical consulting assurance. Nevertheless, there are plenty small sized programs initiations with limited budget for the offer of value proposition, and chance making will be subsequently to follow the research and decisions. Benefits of simple tool are discovered to upgrade skills of program manager to think, discuss and conclude certain agreement to a variety of small case studies. Third, Asian researchers asked \(5-1\) whether P2M could be applied to policy makers and change agent in different state of economic conditions and culture soil \(5-2\). Answer is yes if practice is conducted and policy makers do intend to foster the change agent for collaboration with stakeholders. Micro financed entrepreneurs prove community activations to larger programs of social impacts in developing countries by using the template for value proposition. Likewise, traffic congestion shall be managed by program managers of higher skills to ODA and PFI. Both approach shall be conducted simultaneously. Deregulation is critical in countries where middle income trap is a problem for further growth. Yet they will face shortage of program managers for equality chances to the poor by policy of wealth distribution \(5-3\). Fourth, researches are interested in the logical disciplines for against human insight errors. Value design review method points out anchoring risk of heuristics as well. Debating chance with stakeholders will suit to the theory of behavioral economics. System engineering backs up knowledge of AHP methods and socio matrix relationship logics. Fifth, the key quest to remarks for education was questions to upgraded value propositions in the rural area of poverty zone of villages. The next generation leaders shall harness and leverage disruptive technology, and proven benefits with viable business model as Dr. Zamora insists in strategic program. For the purpose, the heterogeneity shall be learned from the reference of strategic scenario by basic research and information. For instance, homogeneity is found in geography and size of land and population of around 100 million and lands of...
300 -350 thousand km2 in a group of maritime islands. The Philippines faces productivity of agriculture and low income of farmers. Japan confronts with high cost of small scale rice cropping, and increase of un-cultivated lands due to lack of successors. The rice production in the Philippines recorded 12.2 million tons in 2014-15 year and if including rice, potatoes and corns including coconuts, bananas and fruits, 40% of the working population of 41.2 million over 15 years (61.4 of total population) is employed by the agricultural industry. Japan recorded 7.7 tons of rice in the same period by 1.7 % producers. and if included vegetables and fruits less than 3.1 % of working populations of 64.5 million.

The Japanese farmers of 1.9 million are aged in average 66.4 years old who cultivate 4.5 million hectares farmlands. Japanese agriculture industry generates only 4.7 trillion yen of 0.85% to GDP of 530.6 trillion estimated in 2017.

Conclusion
In the connected age by webs, supply and demand chains are assembled globally in higher speed than ever. Compared to the period when flying geese economy was minded by policy makers in 1980s, multi nationals may reset chains in 3-4 times faster cycles in the late 2010s than the past. The Philippines and Japan are being swallowed in the vortex of competition. The author is conscious of common issues for sustainable transformation and the proactive leaders.

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