

## **"Management Forum on Productivity" Announces Recommendations Bringing Japan to the World's Top Tier of Productivity through Productivity-driven Management**

The Japan Productivity Center (JPC), a public interest incorporated foundation based in Chiyoda, Tokyo (President: Kazutaka Maeda), which pursues productivity improvement through research, policy recommendations, and practical activities, today announced its Recommendations titled “Productivity-driven Management: Centered on Expanding Value Added, a Roadmap for Management Transformation to bring Japan into the World’s Top Tier of Productivity by 2040. ”

These Recommendations were compiled by the “Management Forum on Productivity” (Co-Chairs: Shinya Katanozaka, Kazuhiko Toyama, and Toshiaki Higashihara), which consists of business leaders at its core, together with a labor union representative and academics. In an era of Permacrisis — in which multiple simultaneous crises such as climate change, geopolitical fragmentation, accelerating technological innovation, and widening inequality are unfolding — management transformation beyond conventional approaches is urgently needed. The Recommendations present a growth model that promotes productivity improvement and the fair distribution of its outcomes while achieving both competitiveness and inclusiveness, framing this as Japan’s “Winning Path,” and calling for concrete action from each of the three parties: business leaders, working people, and the government.

JPC will broadly disseminate these Recommendations through a public symposium held on May 15th and will work in partnership with labor and management across industry toward the practice of Productivity-driven management aimed at entering the world’s top 10 in productivity by 2040, while sharing Japan’s productivity challenges and Winning Path.

### **[Summary of the "Management Forum on Productivity" Recommendations: "Productivity-driven Management Centered on Expanding Value Added"]**

**Introduction:** The Case for Change

#### **Chapter 1 Addressing Critical Productivity Challenges**

1. The Imperative to Adapt to Structural Societal Transformation Driven by Generative AI, Physical AI, and Beyond
2. The Case for Industrial Structural Reform and Productivity Growth in SMEs and the Service Sector
3. Transition to an Innovative Industrial Structure
4. Enhancing Value Added Through Human Capital Development
5. Advancing Corporate Governance

#### **Chapter 2 Recommendations**

##### **Productivity-driven Management: Centered on Expanding Value Added**

～ A Roadmap for Management Transformation to Bring Japan into the World’s Top Tier of Productivity by 2040 ～

**[Recommendations for Business Leaders]**

**[Recommendations for Working People]**

**[Recommendations for the Government]**

#### **Chapter 3 Japan’s Winning Path**

1. What is Japan’s Competitive Advantage —Its “Winning Path”?
2. Japan’s Winning Path

- The Management Forum on Productivity was established in July 2018, which consists of business leaders at its core, together with a labor union representative and academics. Operating under three pillars — “Dialogue among Top Business Leaders from Japan, the US, and Germany,” “International Exchange and Mutual Learning,” and “International Comparative Research” — it has built an international cooperation framework with countries in Europe, America, and Asia, and regularly issues productivity vision statements contributing to the resolution of productivity challenges and sustainable growth.
- For the content of the “Management Forum on Productivity” Recommendations, please visit JPC website at: <https://www.jpc-net.jp/movement/committee/detail/2040.html> (kindly use your browser function to translate in English)

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