An Interview with
Kazuya Matsudaira, President
PRIE Japan Incorporated

Interview by Prashant Palvia
Editor in Chief

JGIM: What is PRIDE and its function in Japan?

Matsudaira: Our company, PRIDE Japan, is the representative of MBA, Inc. (Milt Bryce & Associates, Inc.) headquartered in the United States. PRIDE Japan is the sole agent to represent MBA in Asia/Pacific area. PRIDE refers to a collection of methodologies introduced by MBA, Inc.

JGIM: What is the status of IS development activities in Japan?

Matsudaira: While computers and technology have been emphasized in Japan, management of system development activities has not received enough attention. Many companies do not use a formal or organized process for IS development, and do not understand the necessity of Information Resources Management.

Development of large IS projects typically takes 2-5 years. However, the system once in place has to be maintained over a period of 10-20 years. Roughly, the ratio of total development costs to maintenance costs is 1:20. Thus there is a need to manage both development and maintenance activities. The IRM (Information resource management) infrastructure embodied in PRIDE offers support for both development and maintenance.

JGIM: Please explain the role and services of PRIDE.

Matsudaira: PRIDE provides several methodologies for the management of information system development and maintenance activities. One of these is: Information Systems Engineering Methodology (ISEM) which guides the entire process of system development. Another methodology: Data BASE Engineering Methodology (DBEM) provides assistance in database design. The Enterprise Engineering Methodology (EEM) enables organizational transformation. Then, there is Information Factory which is a collection of tools implemented on OS/2 and PS/2. Additionally, Information Resources Management is a software tool used to capture and control all specifications about data, system, project, and so on; PMS is a tool for project management. These tools work in conjunction with the various methodologies.

JGIM: Are there any changes in the development methodology that you had to incorporate for Japan?

Matsudaira: There are some. A major one is the focus on user participation in the development process. In the U.S., it is typical to have about ten systems analysts from the MIS department assigned to a large systems project. Plus there is some token representation from the user area. In our implementation, it is quite the reverse. In a large project, we will have ten to fifteen analysts from the MIS department assigned to the project and only two systems analysts from the MIS department. Also the project manager would be a senior person from the user area. As an example, in a recent project in a large company, the Vice-President of Production was the project manager of the “just-in-time production” system project, and the project was dominated by analysts from the production areas. The project was completed successfully under cost and was delivered just in time. Top management was very pleased.

JGIM: Please describe the kinds of system applications that are common in Japan.

Matsudaira: Among our clients, there are three major application areas. In the past ten years, interest in computer integrated manufacturing (CIM) and factory automation (FA) applications is on the rise. There are about 3-5 million lines of code out there costing over $100 million. Another big area is insurance and finance, where on-line claiming systems are demanding increas-
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