



**The Association for Overseas Technical Cooperation and Sustainable Partnerships**  
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# C RTP Program

**March 2018**

**(Tentative)**

**Program Outline**

**&**

**Participation Requirements**

**of**

**The Executive Program on Production Management**

**- Encouraging the Customized Improvement of Production Systems by Learning from TPS -**

**[EPPM]**

**(Carbon Reduction Technology Promotion Program)**

**16 – 29 May 2018**

## 1. BACKGROUND OF THE PROGRAM:

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development mainly in overseas countries to promote technical cooperation through training, experts dispatch and other programs.

Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations between those countries.

AOTS was established in 1959 with the support of the Ministry of International Trade and Industry (which is the present Ministry of Economy, Trade and Industry: METI) as Japan's first technical cooperation organization on a private sector basis. More than 182,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2015 exceeded 197,000.

The Executive Program on Production Management - Encouraging the Customized Improvement of Production Systems by Learning from TPS - (EPPM) is one of the management training courses conducted by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) under the scheme of Carbon Reduction Technology Promotion (hereinafter abbreviated as CRTP) Programs. A management training course is being organized under this category with the purpose of allowing the participants to smoothen the path to carbon reduction within their organizations, through a better understanding of the significance of carbon reduction technology, and the study of administration and management techniques as well as concepts, all of which are necessary to promote related activities.

Open to all countries, this program is designed to learn business management/administration techniques and their underlying ways of thinking which characteristics of Japanese companies are. It also aims at the participants learning the theories and main techniques of the Toyota Production System (TPS) which is at the leading-edge of the Japanese production system, and considering their own way of improving the production system and energy conservation in their companies.

## 2. COUNTRY:

All Countries and Regions

## 3. NUMBER OF PARTICIPANTS:

20 participants

## 4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, company executives who are in the position of making company policies/strategies, production style, etc., of their own companies in the manufacturing sector. Managers who play a similar role or are expected to in the future or staff/managers of public organizations and/or business associations, researchers/lecturers of research/education institutes and business consultants who are expected to diffuse what is learned in this program may also be accepted.
- (2) Participants should be, in principle, between 25 and 60 years of age, with three years or more of business experience.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in all countries and/or regions except for Japan.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of AOTS training programs (ODA-funded programs and CRTP Programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they returned home.

Notes:

- (1) Participants shall attend all the events in the curriculum provided for each management training program.

- (2) Family members are not allowed to accompany participants on their journey in Japan.
- (3) Participants shall not request AOTS to arrange, nor arrange by themselves, any additional programs, and shall leave Japan and return to their home country soon after the completion of the program.
- (4) In the case of applications from other than Japanese-affiliated companies or local companies that hold local capital, the priority for selection may become lower.
- (5) Those who work in the national government (agency) or the local government (agency) are not eligible to participate in the AOTS management training programs, since the programs are mainly targeted at the people working in the companies/organizations in the private sector.
- (6) The number of participants from the same host company in Japan or the same sending company from overseas may be limited if there are more applicants than AOTS can accept.

## 5. APPLICATION PROCEDURE:

The application procedures differ depending on whether an overseas company makes the application directly or a Japanese host company in Japan makes the application. Please see below for details.

### 5-1) Application from overseas countries

Individual applicants should ensure the delivery of the following application documents to the Management Training Administration Group of AOTS listed in Item 10, **no later than 11 April 2018**.

[Application Documents]

- (1) AOTS Training Application Form and Applicant's Personal Record  
(AOTS official form: Handwriting shall be avoided.)
- (2) Medical Check Sheet (AOTS official form: Handwriting shall be avoided.)
- (3) 2 copies of the applicant's photo (4 cm × 3 cm) (Please write the applicant's name on the back.)
- (4) A brochure of the applicant's company/organization
- (5) Photocopy of the applicant's passport  
\*If the applicant doesn't possess a passport, an election card, a driver's license or a photo ID issued by a public organization in the home country containing his or her full name (written in Roman block letter) and date of birth should be submitted instead.
- (6) Pre-Training Reports
- (7) Overseas Travel Insurance Consent Form
- (8) About the handling of Personal Information Concerning Trainees (AOTS official form)  
\*The applicant's signature is needed for authorization to proceed. In the absence of agreement, or failure of submission, course participation will not be granted.
- (9) About the Benefits of Management Training Program (AOTS official form)  
\*In principle, a representative of the applicant's employer shall fill in the questionnaires.  
\*The form is attached to the end of the outline.
- (10) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises)

Notes:

\*A soft copy of the application documents will not be accepted.

\*AOTS may ask the applicants to submit additional documents other than above listed, if necessary.

The formats are readily downloadable at our website.

<http://www.hidajapan.or.jp/en/ikusei/application.html>

### 5-2) Application from host companies in Japan

Please refer to below website (Japanese).

<http://www.aots.jp/jp/ikusei/management/proc01.html> )

Host companies should ensure the delivery of application documents to the Training Administration Group of AOTS, the address of which appears in Item 10, **no later than 11 April 2018**.

### **[Screening Committee Meeting]**

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **19 April 2018**, for official approval of participation. Those who have successfully passed the screening process will be notified when they receive the invitation documents.

Notes: If the number of participants is less than 10 as of 11 April 2018, AOTS may postpone or cancel this program.

## 6. OUTLINE OF THE PROGRAM:

### - OBJECTIVES

The objective of this program is to deepen participants' understanding of the way of thinking behind the "MONOZUKURI", or manufacturing, culture and management policy of Japan's leading car maker, both of which are a source of its competitiveness. The participants will also acquire methods for applying the main components of the Toyota Production System (TPS), which is derived from this corporate culture, and gain a general view of the whole system. The program also aims to have the participants learn the spirit and techniques of Japanese manufacturing and strengthen their own companies and energy conservation by customizing the same for application to their own production systems.

\* *Monozukuri*, a combination of the words *mono* (thing) and *zukuri* (process of making), has a deeper meaning than its literal meaning in Japanese. *Monozukuri* means having the spirit to produce excellent products and the ability to constantly improve a production system and process.

### - KEY BENEFITS

- (1) To understand "MONOZUKURI" or manufacturing system of the Japanese automobile industry,
- (2) To have systematic comprehension of TPS, and
- (3) To have participants devise their own improvement plans for their own production systems.

### - DURATION

16 – 29 May 2018 (2 weeks)

### - CONTENTS

#### *Preparatory Step*

Participants will prepare for their presentations on the final day by referring to the descriptions of the "Pre-training Report" and "Questionnaire 2" (e.g., your company's present situation, challenges, problems, and *Kaizen* numerical targets). Participants thus need to prepare to bring the data and other information used as the basis for identifying the current values and setting the numerical targets written in the forms, before coming to Japan.

#### *First Step*

Participants will overview the way of thinking of "MONOZUKURI" or manufacturing, and company philosophies/policies which are the source of competitiveness of Japan's leading manufacturer, and understand the functions and importance of its production system (TPS). They will also consider ways to apply the same to the production system at their own companies.

#### *Second Step*

Participants will gain understanding of the Just-In-Time system, as well as basic knowledge of production planning and control in order to get insights into more effective and efficient production methods, and also the way of Quality, Cost and Delivery (QCD) management through examining how to realize "JIDOKA" or automation/ automation with a human touch. In addition, they will also learn the actual steps of TPS by

practicing them, while gaining understanding of the theories and importance of “KAIZEN” or improvement activities underlying TPS. Participant will re-examine feasibility of numerical goals of energy saving through exercises after learning energy saving methods at lectures.

*Third Step*

Participants will gain understanding of company philosophies/policies, the production systems, and QCD management methods through visiting companies or organizations where TPS is already implemented.

*Final Step*

Participants will examine the philosophies and ideal direction of their own companies, and will also draw up an action plan for improving the production system at their own companies. Thereafter, participants will establish practical action plans at their companies or departments, which will lead to energy conservation and other improvements, and make presentations on the final day.

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions may also be organized after dinner, as per necessary, dependent upon initiatives of participants of group.

Refer to the Tentative Schedule for further details.

- LANGUAGE

All lectures, discussions, company visits and exercises will be conducted in English or Japanese with translation into English. The program documents and training materials will be prepared in English.

- PROGRAM DIRECTOR

Mr. Hiromitsu HAYASHIDA

Senior Consultant, HIRAYAMA Corporation

Mr. Hayashida worked for many years at Toyota Motor Corporation and was a deputy general manager of its main factory at the time of his retirement. He has rich experience in giving guidance on the Toyota Production System and company wide “KAIZEN” to companies in Japan and overseas.

- TRAINING LOCATION AND ACCOMMODATION

**AOTS Chubu Office (CKC) <may change in consideration of various factors>**

[http://www.hida.japan.or.jp/images/map\\_chubu\\_e\\_l.gif](http://www.hida.japan.or.jp/images/map_chubu_e_l.gif)

37-12, Mukaihata, Kaizu-cho, Toyota, Aichi 470-0348, Japan

Tel: 81-565-43-2111 (Reception), Fax: 81-565-43-2101

**Tentative Schedule**  
**of**  
**The Executive Program on Production Management**  
**- Encouraging the Customized Improvement of Production Systems by Learning from TPS –**  
**[EPPM]**

16 – 29 May 2018

ATOS Chubu Office &lt; To be determined &gt;

Date	Morning Session	Afternoon Session
15 May (Tue)	(Arrival in Japan)	
16 (Wed)	Orientation/Opening Ceremony	Lecture: Basic Philosophies of the Toyota Production System (TPS) / The Roles of Top Executives
17 (Thu)	Lecture: Outline of TPS 1	Lecture: Outline of TPS 2 / Points of Company Visit of Auto Related Company -Improvement of the Production System -Application of TPS and Challenges
18 (Fri)	Lecture: Energy Conservation by Japanese Company	Lecture: Energy-Saving Activities at production Sites
19 (Sat)	Day off	
20 (Sun)	Day off	
21 (Mon)	Visit: CASE of TPS	Lecture: Review of Company Visits/ Midterm Individual Presentation
22 (Tue)	Lecture: Quality Control	Visit/Exercise: Practical Exercises in TPS 1 - Just-In-Time and “JIDOKA” - Measuring Cycle Time and Setting “Takt” Time “KAIZEN” Practices by Groups
23 (Wed)	Visit/Exercise: Practical Exercises in TPS 2 - Just-In-Time and “JIDOKA” - Measuring Cycle Time and Setting “Takt” Time “KAIZEN” Practices by Groups	
24 (Thu)	Visit: History and Background of Establishment of TPS	Lecture: Elements of TPS /Use of TPS
25 (Fri)	Lecture: Case of TPS	Visit: Production System and QCD Management Methods
26 (Sat)	Day off	
27 (Sun)	Day off	
28 (Mon)	Preparation for Final Report Presentation	
29 (Tue)	Final Presentation	
30 (Wed)	(Departure from Japan)	

**Remarks:**

- (1) The above schedule is subject to change due to the convenience of lecturers and cooperating companies, or for other unavoidable reasons.
- (2) Several group discussion sessions may be arranged in the evening.
- (3) Though Saturday and Sundays are days off in general, lectures may be scheduled if deemed necessary.

## 7. Arrival and Departure Dates:

Participants in principle are requested to arrive in Japan the day before the commencement of the training program and leave Japan the day after the final day of the program.

## 8. TRAINING COSTS (Application from overseas countries):

The training costs and the procedures for the settlement differ depending on whether an overseas company makes the application directly or a Japanese host company in Japan makes the application. The following is an explanation of the case of application directly from an overseas country. In the case of application from a Japanese host company in Japan, please contact the 'Training Administration Group' listed in 10. FURTHER INFORMATION.

### 8-1) Outline

AOTS training programs are financed by Japanese government subsidy from the Japanese Ministry of Economy, Trade and Industry (METI) together with the Participation Fee from the participants themselves.

The Training Costs will vary in accordance with the actual airfare and participants' staying days. Therefore, the Participation Fee will be finalized after their arrival in Japan by submitting the actual air ticket and the receipt. The international Travel Expenses have an upper limit called Standard Airfare Limits, which depend on the country and the region as shown in Table 2.

The Estimate of the Participation Fee is shown in Tables 1.

**\*There is NO difference between "Developing Countries" and "Least Developed Countries in accordance with the DAC (Development Assistance Committee) list for CRTP Programs.** Therefore, only one Estimate of the Participation Fee is listed here.

Participants will be requested to pay the Participation Fee in Japanese Yen in cash to AOTS after their arrival in Japan.

\*Please note that the subsidy from the Japanese government will be applicable from the day before the commencement of the training program to the final day of the training program in principle.

### 8-2) Breakdown

The Training Costs are the total amount of expenses to invite a participant to a training program in Japan. It is the sum of 1. Allowance Costs, 2. Course Implementation Costs, and 3. Domestic Travel Allowance. The Participation Fee, the amount that participants should bear, consists of Contribution to Allowance Costs and Contribution to Course Implementation Costs.

**Attention: The contents of this column are rules for FY2017, so it may be changed in FY2018.**

#### 1. Allowance Cost

Allowance cost is composed of the following items.

The Contribution to Allowance Costs for the participants is 1/3 of the Allowance Costs.

**\*There is NO difference between "Developing Countries" and "Least Developed Countries in accordance with the DAC (Development Assistance Committee) list for CRTP Programs.** The Contribution to Allowance Costs is 1/3 of the Allowance Costs regardless of the participant's country of residence.

##### (1) International Travel Expenses

- The subsidy from the Japanese government will cover the actual airfare up to the Standard Airfare

Limits (the AOTS's Standard Airfare Limits for FY2017 is shown in Table 2.). International travel expenses are provided if an air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.

- Participants should purchase their own round-trip air tickets. Please refer to "Guidelines for Purchase of Air Tickets by the Participant" for the arrangement and the method of reimbursement for details.
- A participant is not allowed to overstay at city(ies) of a third country between participant home country and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

### **(2) Accommodation and Meal Allowance**

At the AOTS Kenshu Center

- During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of ¥8,850 per day with meals (lunch, dinner and breakfast), while the participant stays at an AOTS Kenshu Center.
- For the arrival day, AOTS will provide a participant with accommodation to the value of ¥8,030 per day with dinner and breakfast at an AOTS Kenshu Center.
- Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive ¥2,570 in cash per day for meals to cover the day of closure.

During the study tour

- When a study tour is implemented during the training program, a participant will be provided with accommodation to the value of ¥10,080 (the upper limit) per day, but the meal allowance (¥2,570 per day) will be paid in cash by AOTS.

### **(3) Personal Allowance**

- AOTS will pay ¥1,020 per day in cash to a participant.

## **2. Course Implementation Costs**

Course Implementation Costs, which is the cost to carry out a 2-week AOTS Management Training Program, is ¥311,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥122,000.

## **3. Domestic Travel Allowance**

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥3,020 in cash to a participant for the cost of travel between Chubu International Airport (Nagoya) and AOTS Chubu Kenshu Center (CKC).

### **Contribution to AOTS's Administration Cost**

AOTS would like to ask the participants to support us by giving us ¥30,000 per participant as Contribution to AOTS's Administration Cost.

This contribution is not obligatory, however, it would be highly appreciated if you could understand the purpose of the contribution and give us the above amount of money in addition to the Participation Fee.



**[Table 1] Estimate of the Fees and Costs (To be changed)****Country: Bangladesh****International Travel Expenses:****Dhaka - Chubu /Japan, Roundtrip****Management Training Course:****2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	Japanese government Subsidy	Participation Fee
1. Allowance Costs	<u>292,030</u>	194,686	97,344
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	144,800		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 14 days =	123,900		
[during the stay]			
b. Meal Allowance			
@ 2,570 x 0 day(s) =	0		
c. Accommodation Allowance			
@ 10,080 x 0 day(s) =	0		
(3) Personal Allowance			
@ 1,020 x 15 days =	15,300		
2. Course Implementation Costs	<u>311,000</u>	189,000	122,000
3. Domestic Travel Allowance (Chubu Airport - CKC)	<u>3,020</u>	3,020	
Total	<u>606,050</u>	<u>386,706</u>	<u>219,344</u>

\* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air ticket should be purchased by the participant. AOTS will subsidize the amount in accordance with its rules & regulations.

\*      : those amounts highlighted in grey will be paid in kind. [1.-(2)-a. /1.-(2)-c.]

\*      : those amounts highlighted in yellow will be paid in cash to participants by AOTS. [1.-(1) /1.-(2)-b. /1.-(3) /3.]

\* International travel expenses subsidy will be provided if the air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.

In the event that the international travel expenses subsidy will not be provided, the amount of 1.-(1) in the above figure will be zero and therefore, the "Allowance Costs" and "Total Cost" will change accordingly.

[Table 2] Standard Airfare Limits for CRTP program (FY 2017) **(To be changed)**

					Unit: Japanese Yen						
Area	Country	Place of Departure	Place of Arrival	Airfare Limit	Area	Country	Place of Departure	Place of Arrival	Route	Airfare Limit	
South East Asia	Indonesia	Jakarta	Tokyo/ Osaka/ Nagoya	124,500	Oceania	Samoa	Apia	Tokyo/ Osaka/ Nagoya	EH	111,800	
		Surabaya	Tokyo/ Osaka/ Nagoya	127,700		Vanuatu	Port Vila	Tokyo/ Osaka/ Nagoya	EH	155,200	
		Manado	Tokyo/ Osaka/ Nagoya	133,400		Papua New Guinea	Port Moresby	Tokyo/ Osaka/ Nagoya	EH	183,400	
		Medan	Tokyo/ Osaka/ Nagoya	117,700		Fiji	Nadi	Tokyo/ Osaka/ Nagoya	EH	105,100	
	*Cambodia	Phnom Penh	Tokyo/ Osaka/ Nagoya	120,200		Central and South America	Argentina	Buenos Aires	Tokyo/ Osaka/ Nagoya	PA	305,700
	Singapore	Singapore	Tokyo/ Osaka/ Nagoya	77,300			Uruguay	Montevideo	Tokyo/ Osaka/ Nagoya	PA	217,700
	Thailand	Chiang Mai	Tokyo/ Osaka/ Nagoya	124,900			Ecuador	Quito	Tokyo/ Osaka/ Nagoya	PA	262,400
		Bangkok	Tokyo/ Osaka/ Nagoya	80,400			El Salvador	San Salvador	Tokyo/ Osaka/ Nagoya	PA	258,600
	Philippines	Cebu	Tokyo/ Nagoya	63,100			Guatemala	Guatemala City	Tokyo/ Osaka/ Nagoya	PA	258,600
			Osaka	60,800	Costa Rica		San Jose	Tokyo/ Osaka/ Nagoya	PA	258,600	
		Manila	Tokyo/ Nagoya	61,300	Colombia		Bogota	Tokyo/ Osaka/ Nagoya	PA	258,600	
		Davao	Tokyo/ Nagoya	71,400			Medellin	Tokyo/ Osaka/ Nagoya	PA	258,600	
			Osaka	59,000	Jamaica		Kingston	Tokyo/ Osaka/ Nagoya	PA	368,100	
	Vietnam	Da Nang	Tokyo/ Osaka	107,500			Montego Bay	Tokyo/ Osaka/ Nagoya	PA	368,100	
			Nagoya	110,000	Chile		Santiago	Tokyo/ Osaka/ Nagoya	PA	318,300	
		Hanoi	Tokyo/ Osaka	107,500	Dominican Republic		Santo Domingo	Tokyo/ Osaka/ Nagoya	PA	368,100	
		Ho Chi Minh City	Tokyo/ Osaka/ Nagoya	107,500	Nicaragua		Managua	Tokyo/ Osaka/ Nagoya	PA	258,600	
	Malaysia	Kuala Lumpur	Tokyo/ Osaka/ Nagoya	66,800	Haiti		Port Au Prince	Tokyo/ Osaka/ Nagoya	PA	368,100	
		Kota Kinabalu	Tokyo/ Osaka/ Nagoya	80,000	Panama		Panama City	Tokyo/ Osaka/ Nagoya	PA	258,600	
	Penang	Tokyo/ Osaka/ Nagoya	80,000	Paraguay	Asuncion		Tokyo/ Osaka/ Nagoya	PA	269,500		
Myanmar	Yangon	Tokyo/ Osaka/ Nagoya	114,600	Brazil	Sao Paulo		Tokyo/ Osaka/ Nagoya	PA	321,800		
Laos	Vientiane	Tokyo/ Osaka/ Nagoya	110,100	Venezuela	Caracas		Tokyo/ Osaka/ Nagoya	PA	307,200		
Northeast Asia	Mongolia	Ulaanbaatar	Tokyo	134,500	Peru		Lima	Tokyo/ Osaka/ Nagoya	PA	206,900	
		Osaka	120,500	Bolivia	La Paz		Tokyo/ Osaka/ Nagoya	PA	293,400		
	China	Shanghai	Tokyo	106,500	Honduras	Tegucigalpa	Tokyo/ Osaka/ Nagoya	PA	258,600		
			Osaka	88,500	Mexico	Mexico City	Tokyo/ Osaka/ Nagoya	PA	160,600		
			Nagoya	101,600		Guadalajara	Tokyo/ Osaka/ Nagoya	PA	183,800		
		Shenzhen	Tokyo	131,400		Cancun	Tokyo/ Osaka/ Nagoya	PA	184,800		
			Osaka	130,300		San Luis Potosi	Tokyo/ Osaka/ Nagoya	PA	183,800		
			Nagoya	147,100		Mazatlan	Tokyo/ Osaka/ Nagoya	PA	183,800		
		Beijing	Tokyo	136,200		Morelia	Tokyo/ Osaka/ Nagoya	PA	183,800		
			Osaka	132,200		Monterrey	Tokyo/ Osaka/ Nagoya	PA	183,800		
			Nagoya	130,800		Africa	Algeria	Algiers	Tokyo/ Osaka/ Nagoya	EH	162,100
		Guangzhou	Tokyo	117,900			Uganda	Entebbe	Tokyo/ Osaka/ Nagoya	EH	169,700
	Osaka		110,700	Egypt			Alexandria	Tokyo/ Osaka/ Nagoya	EH	63,700	
		Nagoya	108,600		Cairo		Tokyo/ Osaka/ Nagoya	EH	84,100		
	Nanjing	Tokyo	145,400	Ethiopia	Addis Ababa		Tokyo/ Osaka/ Nagoya	EH	159,800		
		Osaka	122,900	Ghana	Accra		Tokyo/ Osaka/ Nagoya	EH	181,500		
		Nagoya	128,700	Cameroon	Douala		Tokyo/ Osaka/ Nagoya	EH	221,500		
	Chongqing	Tokyo	188,500		Yaounde		Tokyo/ Osaka/ Nagoya	EH	224,100		
		Osaka	158,200	Kenya	Nairobi		Tokyo/ Osaka/ Nagoya	EH	282,800		
		Nagoya	169,700	Zambia	Lusaka		Tokyo/ Osaka/ Nagoya	EH	186,000		
Chengdu	Tokyo	138,700		Ndola	Tokyo/ Osaka/ Nagoya	EH	196,000				
	Osaka	131,500	Zimbabwe	Harare	Tokyo/ Osaka/ Nagoya	EH	146,500				
	Nagoya	129,400	Sudan	Khartoum	Tokyo/ Osaka/ Nagoya	EH	176,700				
Dalian	Tokyo	126,400	Seychelles	Mahe Island	Tokyo/ Osaka/ Nagoya	EH	112,600				
	Osaka	107,000	Senegal	Dakar	Tokyo/ Osaka/ Nagoya	EH	228,200				
	Nagoya	123,800	Tanzania	Dar es Salaam	Tokyo/ Osaka/ Nagoya	EH	132,600				
Tianjin	Tokyo	160,700	Tunisia	Tunis	Tokyo/ Osaka/ Nagoya	EH	233,600				
	Osaka	125,300	Nigeria	Lagos	Tokyo/ Osaka/ Nagoya	EH	242,100				
	Nagoya	135,200	Namibia	Windhoek	Tokyo/ Osaka/ Nagoya	EH	126,100				
Liuzhou	Tokyo	128,000	Botswana	Gaborone	Tokyo/ Osaka/ Nagoya	EH	114,700				
	Osaka	120,800	Madagascar	Antananarivo	Tokyo/ Osaka/ Nagoya	EH	240,200				
	Nagoya	118,800	Mozambique	Maputo	Tokyo/ Osaka/ Nagoya	EH	110,700				
Middle Asia	Afghanistan	Kabul	Tokyo/ Osaka/ Nagoya	334,900	Mauritius	Mauritius	Tokyo/ Osaka/ Nagoya	EH	157,000		
	Uzbekistan	Tashkent	Tokyo/ Osaka/ Nagoya	385,100	Mauritania	Nouakchott	Tokyo/ Osaka/ Nagoya	EH	162,700		
	Kazakhstan	Almaty	Tokyo	366,200	Morocco	Casablanca	Tokyo/ Osaka/ Nagoya	EH	352,300		
			Osaka	218,600	South Africa	Johannesburg	Tokyo/ Osaka/ Nagoya	EH	142,600		
	South Asia	India	Kolkata	Tokyo/ Osaka/ Nagoya	99,700	Middle East	Malawi	Lilongwe	Tokyo/ Osaka/ Nagoya	EH	190,900
Chennai			Tokyo	93,700	Libya	Tripoli	Tokyo/ Osaka/ Nagoya	EH	174,100		
			Osaka/ Nagoya	104,400	Azerbaijan	Baku	Tokyo/ Osaka/ Nagoya	EH	162,000		
Coimbatore			Tokyo	100,400	Yemen	Sanaa	Tokyo/ Osaka/ Nagoya	EH	174,800		
			Osaka/ Nagoya	111,200	Iran	Tehran	Tokyo/ Osaka/ Nagoya	EH	152,000		
Kochi			Tokyo	101,900		Tabriz	Tokyo/ Osaka/ Nagoya	EH	155,500		
			Osaka/ Nagoya	112,700	Saudi Arabia	Riyadh	Tokyo/ Osaka/ Nagoya	EH	236,300		
Thiruvananthapuram			Tokyo	102,100	Jordan	Amman	Tokyo/ Osaka/ Nagoya	EH	192,500		
			Osaka/ Nagoya	112,900	Lebanon	Beirut	Tokyo/ Osaka/ Nagoya	EH	238,900		
Hyderabad			Tokyo	102,000	Ukraine	Kiev	Tokyo/ Osaka/ Nagoya	TS	126,100		
			Osaka/ Nagoya	112,700	Serbia	Belgrade	Tokyo/ Osaka/ Nagoya	TS	191,300		
Bengaluru			Tokyo	98,800	Kosovo	Pristina	Tokyo/ Osaka/ Nagoya	TS	192,400		
			Osaka/ Nagoya	109,600	Montenegro	Podgorica	Tokyo/ Osaka/ Nagoya	TS	192,400		
Delhi			Tokyo/ Osaka/ Nagoya	93,700	Turkey	Istanbul	Tokyo/ Osaka/ Nagoya	TS	99,100		
Mumbai			Tokyo/ Osaka	93,700		Antalya	Tokyo/ Osaka/ Nagoya	TS	106,400		
		Nagoya	108,600		Izmir	Tokyo/ Osaka/ Nagoya	TS	106,400			
		Ahmadabad	Tokyo/ Osaka/ Nagoya	102,800	Europe	Macedonia	Skopje	Tokyo/ Osaka/ Nagoya	TS	115,100	
		Pune	Tokyo/ Osaka/ Nagoya	117,800		Bulgaria	Sofia	Tokyo/ Osaka/ Nagoya	TS	246,800	
				139,500		Romania	Bucharest	Tokyo/ Osaka/ Nagoya	TS	169,600	
Sri Lanka		Colombo	Tokyo	62,000		Hungary	Budapest	Tokyo/ Osaka/ Nagoya	TS	116,100	
		Osaka	57,000		Slovakia	Bratislava	Tokyo/ Osaka/ Nagoya	TS	313,500		
		Nagoya	67,200		Czech Republic	Prague	Tokyo/ Osaka/ Nagoya	TS	128,700		
Nepal	Kathmandu	Tokyo/ Osaka/ Nagoya	105,300		Poland	Warsaw	Tokyo/ Osaka/ Nagoya	TS	117,600		
		Nagoya	128,200								
Pakistan	Karachi	Tokyo	118,600								
		Osaka	115,500								
		Nagoya	115,200								
	Islamabad	Tokyo	118,600								
		Osaka	115,500								
		Nagoya	115,200								
	Lahore	Tokyo/ Osaka/ Nagoya	167,000								
Bangladesh	Dhaka	Tokyo	127,900								
		Osaka	111,400								
		Nagoya	144,800								
	Chittagong	Tokyo	103,800								
		Osaka	90,600								
		Nagoya	117,400								
Maldives	Male	Tokyo/ Osaka/ Nagoya	315,000								

*Guidelines for Purchase of Air Tickets by the Participant*

1. Arrival and Departure Dates:

Arriving in Japan on the day before the commencement of the program and departing on the day after the closing day of the program or the nearest days to be allowed by the flight schedule within two days before and/or after the program.

2. Method of Reimbursement:

During the training program in Japan, participants should present to AOTS their air tickets and submit official receipts of air ticket purchase for reimbursement. The sum of the following items (1) and (2) will be subsidized. In principle, an economy class air ticket purchased for a round-trip on the standard route according to the criteria of the International Air Transport Association (IATA) is defined as the standard airfare to be covered.

- (1) Actual round-trip airfare within the Standard Airfare Limits (the limits of AOTS's standard round-trip airfare amount) specified for the respective area (country).
- (2) The departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA subject to the submission of evidence.

[NOTE] A participant is not allowed to overstay at city(ies) of a third country between participant's home country and Japan by any reasons other than flight convenience. In such case, AOTS might not reimburse the International Travel Expenses to the participant.

3. Official Receipts:

AOTS will confirm the air ticket and official receipt and calculate the actual yen value of the air ticket with the exchange rate on the date of the ticket's issue.

- (1) AOTS can only accept the official receipts duly issued by the issuer in which a breakdown of the total airfare is explicitly described, such as airfare, tax (the departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA) and commission. It should also contain the name of the issuer's representative, address, telephone number and facsimile number.
- (2) Neither Invoice nor Calculation Sheet will be accepted as the receipt. However, an Invoice/Calculation Sheet using the letter-head of the air ticket issuer stating the word "Received" or "Paid" and including the signature of the air ticket issuer may be accepted.

\* If any participant fails to submit the official receipt duly issued by the relevant airline company or travel agent, the participant will not receive any subsidy towards his/her airfare and will be required to pay the full amount of the Participation Fee in cash to AOTS.

***Visa Acquisition Procedures:***

**1. Status of Residence:**

The status required for your training in Japan is "**Trainee.**"

**2. Visa Acquisition:**

A participant shall apply for and obtain a "Trainee" visa at a Japanese embassy or general consulate (hereinafter: diplomatic mission) with materials issued by AOTS such as a Guarantee Letter. It may be the case that the submitted materials are forwarded to the Consular Affairs Bureau (Tokyo) for checking.

**3. Notes:**

A bearer of a visa other than "Trainee" visa, *e.g.*, a "temporary visitor" visa, a "multiple" visa, or an APEC business travel card (ABTC), or a citizen from a country/area participating in a visa waiver program with Japan must confirm with the local Japanese diplomatic mission prior to visa application if the existing visa is in accordance with the qualification of stay in Japan for the AOTS management training program.

## 9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

AOTS handles personally identifiable information we have obtained from the applicant as follows:

- (1) Administrator of Personally Identifiable Information: General Manager, General Affairs & Planning Department,  
The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)  
Group in charge: General Affairs Group, General Affairs & Planning Department, AOTS  
Tel: 81-3-3888-8211 E-mail: [kojinjoho-cj@hidajapan.or.jp](mailto:kojinjoho-cj@hidajapan.or.jp)
- (2) Use of Personally Identifiable Information  
Personally identifiable information provided by the participant will only be used for the screening of the participants and the implementation of the training program. It will not be used for any other purposes or beyond the scope required by laws and regulations of Japan.

For AOTS's privacy policy, please visit below website.

<http://www.hidajapan.or.jp/en/policy/privacy.html>

## 10. FURTHER INFORMATION:

<b>Training Administration Department of AOTS</b>
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<b>Application from overseas countries:</b> Management Training Administration Group	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan	
	Tel:	81-3-3549-3052
	Fax:	81-3-3549-3055
	E-mail:	<a href="mailto:shouhei-au@aots.jp">shouhei-au@aots.jp</a>

<b>Application from host companies in Japan:</b> Training Administration Group	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan	
	Tel:	81-3-3549-3052
	Fax:	81-3-3549-3055
	E-mail:	<a href="mailto:g-ukeire-ak@aots.jp">g-ukeire-ak@aots.jp</a>

<b>OVERSEAS OFFICES</b>
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1. Bangkok Office / (Senior Deputy Representative) Mr. Hidenobu Toda Nantawan Building 16F, 161 Rajadamri Road, Pathumwan,,Bangkok 10330 TEL: 66-2-255-2370 FAX: 66-2-255-2372 E-mail: <a href="mailto:information@aots.or.th">information@aots.or.th</a>
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2. Jakarta Office / (Representative) Mr. Hayato Tanaka 3A Floor, Graha Mandiri, Jl. Imam Bonjol No. 61, Jakarta 10310 TEL: 62-21-230-1820~1 FAX: 62-21-230-1831 E-mail: <a href="mailto:information@aots.or.id">information@aots.or.id</a>
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3. New Delhi Office / (Representative) Mr. Akira Kuriyama Office No. 504, 5th Floor, International Trade Tower, Block-E, Nehru Place, New Delhi, 110019 TEL: 91-11-4105-4504 E-mail: <a href="mailto:info@aots.org.in">info@aots.org.in</a>
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4. Yangon Office / (Representative) Mr. Kenichiro Eguchi Room Unit 401, Yuzana Hotel 4th Floor 130 Shwe Gon Taing Road, Bahan Township, Yangon TEL: 95-1-8604922 E-mail: <a href="mailto:info@aots.org.mm">info@aots.org.mm</a>
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## PRE-TRAINING REPORT

The Executive Program on Production Management

- Encouraging the Customized Improvement of Production Systems by Learning from TPS –  
[EPPM]

**The form of “Pre-Training Report” for this training program is composed of two documents: (1) and (2). These documents will be used as a reference material in 1) the screening process of applicants and 2) the group discussion and the presentation to be held during the program by sharing with lecturers and other participants. Therefore, the applicant is requested to fill in all of the items clearly and concretely. \*AOTS will not use this information for any other purposes other than an AOTS training program.**

The report form is available here in an MS-Word format.

(<http://www.hidajapan.or.jp/jp/ikusei/management/files/18eppm-e.doc> )

Note: Please fill in the following items by using a personal computer or similar equipment in English. Handwriting should be avoided.

1. Your name	
2. Your country	
3. Name of your company/ organization	
4. Outline of your organization  (preferably attach an organization brochure)	
5. Your position and name of your department/division  (preferably attach an organizational chart, indicating your position)	
6. Your duties in detail	

<p>7. Management policy and management philosophy of your company</p>	
<p>8. Present situation of production management in your organization</p>	
<p>9. Most critical managerial problems related to production management you are now facing, indicating their causes from your viewpoint</p>	
<p>10. Possible measures to solve such problems together with limitation factors</p>	

<p>11. Your expectations of the program in relation to the described problems</p>	
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Name
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### Questionnaire 1

**1. Level of Comprehension**

Please indicate the level of your comprehension by checking the appropriate boxes.

**Level a:** You can explain what it is to others. Or you have applied it in your work.

**Level b:** You have applied it in your work, but needs more training to develop future.

**Level c:** You know what it is, but have never utilized it in your work.

**Level d:** You do not know it well. Or you have never heard of it.

Item		High	← Degree →		Low
		a	b	c	d
1	Toyota Production System (TPS)				
2	The Role s of Top Executives				
3	Just- In –Time (JIT) and “JIDOKA”				
4	Management of Quality Cost and Delivery (QCD)				
5	Kaizen Activities				
6	"Muda-Elimination" (Elimination of Waste)				
7	5S Activities				
8	Method, Material, Machined and Man (4M)				
9	Quality Control				
10	Energy –Saving Activities at the Manufacturing Company				



Name	Country
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**Questionnaire 2**  
**Observed Data and Numerical Targets for *Kaizen* at the Production Site**

**When filling out this form, the course participant should consider the possibility of achieving the targets set at his or her company by applying what s/he will have learnt through this training course. Failure to fill out all required information below is likely to undermine the prospect of training success.**

1	<p>What has been done toward realizing energy conservation at the company and/or departmental levels?</p> <p>NOTE: If there has been no action taken, please write this fact. Then, add something you want to take on for the future, and fill out the following sections.</p>	
2	<p>What types of measuring tools have you used to identify the results of the aforesaid actions (e.g., failure rates, waste quantity, utilization rates, labor productivity per person, and tact time)? Specify all of them if there is more than one.</p>	
3	<p>What are the current values (numerical data) expressed in the measuring tools?</p>	

4	<p>What are the target values (numerical data) that are expressed in the measuring tools, and need to be achieved by applying the content to be studied during this training program?</p> <p>NOTE: The target values should be practical.</p>				
5	<p>What are the current values, and the target values that need to be achieved after returning home, as to your choice of either A or B (right)?</p> <p>No need to fill in both A and B.</p> <p>NOTE: If your department is INDIRECTLY involved in manufacturing, write about the whole of your factory. The target values should be practical.</p>	Choose A or B	Current Values		Target Values
		<p>A: Yearly power consumption of the whole of your factory</p>	<p>_____ (kWh/year)</p>	⇒	<p>_____ (kWh/year)</p>
		<p>B: Yearly power consumption of a process at your manufacturing department (or factory)</p>	<p>_____ (kWh/year)</p>	⇒	<p>_____ (kWh/year)</p>
		<p>NOTE: If you choose B, write about the process you referred to, in the right column.</p>			

(Tentative)

2W English (CRTP Program)
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### About the Benefits of Management Training Program

Concerning the benefits of the management training program, please answer the following questions. Your individual answers will remain confidential.

The report form is available here in an MS-Word format

(<http://www.hidajapan.or.jp/jp/teitanso/training/doc01.html>)

Name of training course (may be in acronym names, such as SHOP and PQM):

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Country:

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Company name:

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Name of person filling out questionnaire form (representative of organization):

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Job title of person filling out questionnaire form (representative of organization):

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Names of participants of the training program:

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#### Question 1:

This management training program receives financial support from Japanese government subsidy. Is there a difference in benefits by utilizing the AOTS training program compared to other cases where a training program on the same subject is provided by your own or an external agency of human resource development? Tick the following statement that applies to you (multiple answers allowed).

- Understanding in the subject of the training program increases further.
- Motivation improves further.
- Understanding of Japan increases further.
- Communication ability improves further.
- The stability of the work force in the company improves further.
- Others: [                      ]

#### Question 2:

Are you going to use what is learned from the AOTS training in your company after the participants return? Tick the following statement that applies to you.

- Yes, I am.
- No, I am not.

Question 3:

(For a representative)

If you have ticked “Yes, I am” in the above Question 2, please answer the following question. When you use what is learned from the AOTS training in your company, how many managers and workers would receive the benefits of this during the year after the training? Please provide your rough estimate below.

About \_\_\_\_\_ people

Question 4:

If you have ticked “Yes, I am” in the above Question 2, please answer the following question. When you use what is learned from the AOTS training, what benefits do you expect? Tick the following statement that applies to you (multiple answers allowed).

- A reduced load to the environment and energy saving will be realized.
- Technology development and product design and development will be possible in the home country.
- Production capacity will expand. [About \_\_\_\_\_] %
- Productivity will increase. [About \_\_\_\_\_] %
- Product and service quality will improve. [About \_\_\_\_\_] %
- Costs will be reduced. [About \_\_\_\_\_] %
- Market will be extended.
  
- Others [\_\_\_\_\_]

Question 5:

Please provide the sales amounts of your company.

Actual sales for the last fiscal year [\_\_\_\_\_] USD \* 1 USD = 112 JPY

Estimated sales for this fiscal year [\_\_\_\_\_] USD \* 1 USD = 112 JPY

Question 6:

The AOTS training program costs about 5,100 USD per person to run the course. Do you think the AOTS training programs produce enough benefits to justify the expense (5,100 USD)? Tick the following statement that applies to you.

- Yes
- No

Question 7:

The following question is relevant to the above Question 6. Supposing that the expense (5,100 USD) is defined as “1”, describe the benefits obtained from the AOTS training program in numerical value. Roughly assess the benefits for the next five years after the training. Tick the following statement that applies to you. A very rough estimate is fine. Your response is highly appreciated.

- Below 1.0 => Provide a specific value [\_\_\_\_\_]
- 1.0 or above and below 1.5
- 1.5 or above and below 2.0
- 2.0 or above and below 2.5
- 2.5 or above and below 3.0
- 3.0 or above => Provide a specific value [\_\_\_\_\_]

End of document