



The Association for Overseas Technical Cooperation and Sustainable Partnerships

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C RTP Program

July 2018

Program Outline

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Participation Requirements

of

The Program on Innovative Production Management by IT

[TIPM]

(Carbon Reduction Technology Promotion Program)

31 October – 13 November 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 186,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2016 exceeded 199,000.

The Program on Innovative Production Management by IT (TIPM) 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, towards low carbon society, this training program is designed for owners or directors of manufacturing companies to develop production management capabilities with IT/IoT techniques based on Japanese production management methods, which are suitable to their production sites.

2. COUNTRY:

All Countries and Regions

3. NUMBER OF PARTICIPANTS:

22 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, owners, directors or senior managers in manufacturing companies. Staff/managers of public institutions and industrial organizations in a position of instructing about production management are also accepted.
- (2) Participants should be over 20 years old.
- (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 5 September 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.aots.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 5 September 2018.**

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **4 October 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 11 as of 5 September 2018, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objective of the program is to enhance participants' production management capabilities with IT/IoT techniques based on Japanese production management method, towards low carbon society, which are suitable to their production sites.

- KEY BENEFIT

- (1) To understand various approaches adopted by Japanese manufacturing businesses towards low carbon society.
- (2) To deepen participants' understanding about the concept of Monozukuri in Japan.
- (3) To deepen participants' understanding about the production management with IT/IoT techniques.
- (4) To be able to make a concrete action plan about the possibility of adopting IT/IoT techniques at participants' production sites to enhance their production management capabilities.

- DURATION

31 October – 13 November 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 1, 2 (e.g., your company's present situation, challenges, problems, and *Kaizen* numerical targets). Participants thus need to set numerical targets such as environmental burden, etc., and prepare to bring the data and other information used as the basis for such numerical targets, before coming to Japan.

First Step

Participants will overview the approaches taken by Japanese production companies to respond to the low carbon society. Then they will learn administration and management techniques that are based on the Japanese Monozukuri concept. They will also come to understand that the utilization of IT/IoT is based on existing administration and management techniques.

Second Step

Participants will overview the world trend related to IT/IoT utilization, as well as the meaning and future vision about the approaches to advanced production management by IT/IoT. Moreover, they can learn about various approaches to IT/IoT utilization through lectures and observations.

Third Step

Participants will clarify their companies' current situation and problems through the group discussion and will deepen their understanding of how to adjust IT/IoT techniques in their work place. Then, they will formulate a concrete action plan including how they should play their own roles and make a presentation 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. In principle, the program documents and training materials will be prepared in English.

-TRAINING LOCATION AND ACCOMMODATION

AOTS Kansai Kenshu Center (KKC) <may change in consideration of various factors>

<http://www.aots.jp/en/center/about/kkc.html>

7-5, Asaka 1-chome, Sumiyoshi-ku, Osaka, Osaka 558-0021

Tel: 81-6-6608-8260 (Reception) Fax: 81-6-6690-2678

**Tentative Schedule
of
The Program on Innovative Production Management by IT
[TIPM]**

31 October - 13 November 2018

AOTS Kansai Kenshu Center

Date	Morning Session	Afternoon Session
30 Oct. (Tue.)	(Arrival in Japan)	
31 (Wed.)	Orientation / Opening Ceremony	LECTURE: The Low Carbon Society and How Japanese Companies Are Responding to It
1 Nov. (Thu.)	LECTURE: Japanese Way of Monozukuri -5S, Kaizen, Kanban System etc.	COMPANY VISIT: Case Example of 5S and Kaizen in a Japanese company
2 (Fri.)	LECTURE: Production Management by IoT(1) -World Trend -Meaning and Future Vision -Case Example of IT/IoT utilized for Production Management	
3(Sat.) 4(Sun.)	Days off	
5 (Mon.)	LECTURE: Production Management by IoT(2) -Kaizen at Production Sites by IT/IoT -Future Image of a Smart Factory by AI	COMPANY VISIT: Case Example of IT/IoT Utilization
6 (Tue.)	LECTURE/CASE STUDY: Case Example of IT/IoT Utilization	
7 (Wed.)	STUDY TOUR	COMPANY VISIT: Case Example of Iot Utilization/Automation in a Japanese Company/Factory
8 (Thu.)		COMPANY VISIT: Case Example of Iot Utilization/Automation in a Japanese Company/Factory
9 (Fri.)		COMPANY VISIT: Case Example of Iot Utilization/Automation in a Japanese Company/Factory
10(Sat.) 11(Sun.)	Days off	
12 (Mon.)	LECTURE: Business Optimization by IT/IoT -Improving Productivity and Efficiency of Office Work by IT tools	Group Work: Preparation for Final Report Presentation
13 (Tue.)	Final Report Presentation	Final Report Presentation Closing Ceremony
14 (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.

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 FY2018 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 ¥368,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥145,000.

3. Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥1,780 in cash to a participant for the cost of travel between Kansai International Airport (Osaka) and AOTS Kansai Kenshu Center (KKC).

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**Country: Bangladesh****International Travel Expenses:****Dhaka - Kansai /Japan, Roundtrip****Management Training Course:****2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	Japanese government Subsidy	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<u>275,530</u> <Breakdown>	183,686 [2/3]	91,844 [1/3]
(1) International Travel Expenses	120,700		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 12 days =	106,200		
[during the study tour]			
b. Meal Allowance			
@ 2,570 x 2 day(s) =	5,140		
c. Accommodation Allowance			
@ 10,080 x 2 day(s) =	20,160		
(3) Personal Allowance			
@ 1,020 x 15 days =	15,300		
2. Course Implementation Costs	<u>368,000</u>	223,000	145,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	<u>1,780</u>	1,780	
Total	<u>645,310</u>	<u>408,466</u>	<u>236,844</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 2018)

					Unit: Japanese Yen	
Area	Country	Place of Departure	Place of Arrival	Airfare Limit		
South East Asia	Indonesia	Jakarta	Tokyo/Osaka	117,300		
			Nagoya	125,100		
		Surabaya	Tokyo/Osaka	125,200		
			Nagoya	125,200		
		Manado	Nagoya	134,000		
		Medan	Tokyo/Osaka	114,000		
		Nagoya	116,200			
		Yogyakarta	Tokyo/Osaka/Nagoya	129,800		
	Cambodia	Phnom Penh	Tokyo/Osaka/Nagoya	92,200		
	Singapore	Singapore	Tokyo/Osaka/Nagoya	77,600		
	Thailand	Chiang Mai	Tokyo/Osaka/Nagoya	123,400		
		Bangkok	Tokyo/Osaka/Nagoya	102,700		
	Philippines	Cebu	Tokyo/Nagoya	59,600		
			Osaka	57,400		
	Manila	Tokyo/Nagoya	62,700			
		Osaka	54,500			
	Vietnam	Hanoi	Tokyo/Osaka	103,800		
			Nagoya	113,100		
Ho Chi Minh City		Tokyo/Nagoya	103,800			
	Osaka	103,800				
Malaysia	Kuala Lumpur	Tokyo/Osaka/Nagoya	60,300			
	Kota Kinabalu	Tokyo/Osaka/Nagoya	72,500			
	Penang	Tokyo/Osaka/Nagoya	72,500			
Myanmar	Yangon	Tokyo/Osaka/Nagoya	114,700			
Laos	Vientiane	Tokyo/Osaka/Nagoya	107,000			
Northeast Asia	Mongolia	Ulaanbaatar	Tokyo	126,900		
			Osaka	113,700		
	China	Shanghai	Tokyo	105,100		
			Osaka	86,400		
			Nagoya	100,100		
		Shenzhen	Tokyo	130,100		
			Osaka	129,100		
			Nagoya	147,300		
		Beijing	Tokyo	149,700		
			Osaka	135,700		
			Nagoya	129,100		
		Guangzhou	Tokyo	116,800		
			Osaka	107,200		
			Nagoya	109,200		
		Nanjing	Tokyo	135,500		
			Osaka	114,600		
			Nagoya	125,900		
		Chongqing	Tokyo	182,300		
			Osaka	156,200		
			Nagoya	175,200		
Chengdu	Tokyo	180,300				
	Osaka	163,800				
	Nagoya	191,800				
Dalian	Tokyo	137,500				
	Osaka	122,600				
	Nagoya	120,600				
Tianjin	Tokyo	152,800				
	Osaka	135,700				
	Nagoya	149,700				
Liuzhou	Tokyo	126,600				
	Osaka	117,000				
	Nagoya	119,100				
South Asia	India	Kolkata	Tokyo/Osaka/Nagoya	97,700		
		Chennai	Tokyo	93,900		
			Osaka/Nagoya	102,400		
		Coimbatore	Tokyo	100,600		
			Osaka/Nagoya	109,000		
		Kochi	Tokyo	102,000		
			Osaka/Nagoya	110,500		
		Thiruvananthapuram	Tokyo	102,200		
			Osaka/Nagoya	110,600		
		Hyderabad	Tokyo	102,100		
			Osaka/Nagoya	110,500		
		Bengaluru	Tokyo	99,000		
			Osaka/Nagoya	107,400		
		Delhi	Tokyo/Osaka/Nagoya	91,800		
		Mumbai	Tokyo/Osaka	93,900		
			Nagoya	93,900		
Ahmadabad	Tokyo/Osaka	101,400				
	Nagoya	101,400				
Pune	Tokyo/Osaka	121,100				
	Nagoya	121,100				
South Asia	South Asia	Sri Lanka	Colombo	Tokyo	55,000	
				Osaka	55,000	
			Nagoya	60,300		
		Nepal	Kathmandu	Tokyo/Osaka	118,800	
				Nagoya	118,800	
		Pakistan	Karachi	Tokyo	112,600	
				Osaka	129,000	
				Nagoya	106,900	
			Islamabad	Tokyo	112,600	
		Osaka		129,000		
			Nagoya	106,900		
		Lahore	Tokyo	125,100		
	Osaka		143,300			
		Nagoya	118,800			
	Bangladesh	Dhaka	Tokyo	120,700		
			Osaka	108,900		
			Nagoya	120,700		
		Chittagong	Tokyo	98,000		
	Osaka		88,500			
		Nagoya	98,000			
	Maldives	Male	Tokyo/Nagoya	306,100		
			Osaka	306,100		
	Central and South America	Argentina	Buenos Aires	Tokyo/Osaka/Nagoya	215,900	
		Colombia	Bogota	Tokyo/Osaka/Nagoya	245,200	
			Medellin	Tokyo/Osaka/Nagoya	245,200	
		Jamaica	Kingston	Tokyo/Osaka/Nagoya	172,300	
			Montego Bay	Tokyo/Osaka/Nagoya	172,300	
		Chile	Santiago	Tokyo/Osaka/Nagoya	289,800	
		Paraguay	Asuncion	Tokyo/Osaka/Nagoya	167,300	
		Brazil	Sao Paulo	Tokyo/Osaka/Nagoya	248,000	
Brasilia			Tokyo/Osaka/Nagoya	362,600		
Venezuela		Caracas	Tokyo/Osaka/Nagoya	222,900		
Peru		Lima	Tokyo/Osaka/Nagoya	172,000		
Bolivia		La Paz	Tokyo/Osaka/Nagoya	245,200		
Mexico		Mexico City	Tokyo/Osaka/Nagoya	180,300		
		Guadalajara	Tokyo/Osaka/Nagoya	162,500		
		Cancun	Tokyo/Osaka/Nagoya	163,400		
		San Luis Potosi	Tokyo/Osaka/Nagoya	162,500		
		Leon	Tokyo/Osaka/Nagoya	162,500		
		Mazatlan	Tokyo/Osaka/Nagoya	162,500		
	Morelia	Tokyo/Osaka/Nagoya	162,500			
	Monterrey	Tokyo/Osaka/Nagoya	162,500			
Africa	Egypt	Alexandria	Tokyo/Osaka/Nagoya	61,600		
		Cairo	Tokyo/Osaka/Nagoya	81,400		
	Ethiopia	Addis Ababa	Tokyo/Osaka/Nagoya	150,800		
	Ghana	Accra	Tokyo/Osaka/Nagoya	171,300		
	Cameroon	Douala	Tokyo/Osaka/Nagoya	222,700		
		Yaounde	Tokyo/Osaka/Nagoya	225,400		
	Kenya	Nairobi	Tokyo/Osaka/Nagoya	179,500		
	Sudan	Khartoum	Tokyo/Osaka/Nagoya	146,900		
	Nigeria	Lagos	Tokyo/Osaka/Nagoya	228,400		
	Mauritius	Mauritius	Tokyo/Osaka/Nagoya	172,800		
South Africa	Johannesburg	Tokyo/Osaka/Nagoya	154,000			
Middle East	Iran	Tehran	Tokyo/Osaka/Nagoya	131,900		
		Tabriz	Tokyo/Osaka/Nagoya	134,900		
Europe	Serbia	Belgrade	Tokyo/Osaka/Nagoya	146,800		
	Kosovo	Pristina	Tokyo/Osaka/Nagoya	148,500		
		Turkey	Istanbul	Tokyo/Osaka/Nagoya	98,700	
			Antalya	Tokyo/Osaka/Nagoya	105,600	
		Ankara	Tokyo/Osaka/Nagoya	103,900		
	Izmir	Tokyo/Osaka/Nagoya	103,900			
	Macedonia	Skopje	Tokyo/Osaka/Nagoya	113,600		
	Bulgaria	Sofia	Tokyo/Osaka/Nagoya	156,600		
Hungary	Budapest	Tokyo/Osaka/Nagoya	125,800			

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@aots.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.aots.jp/en/policy/privacy.html>

10. FURTHER INFORMATION:

Training Administration Department of AOTS

Application from overseas countries: Overseas Cooperation 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:	shouhei-au@aots.jp

Application from host companies in Japan: Training Administration Group	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan	
	Tel:	81-3-3549-3051
	Fax:	81-3-3549-3055
	E-mail:	g-ukeire-ak@aots.jp

OVERSEAS OFFICES

1. Bangkok Office /
(Senior Deputy Representative) Mr. Hidenobu Toda
Nantawan Building 16F, 161 Rajadamri Road, Pathumwan,,Bangkok 10330
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FAX: 66-2-255-2372
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2. Jakarta Office /
(Representative) Mr. Hayato Tanaka
3A Floor, Graha Mandiri, Jl. Imam Bonjol No. 61, Jakarta 10310
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3. New Delhi Office /
(Representative) Mr. Hisashi Kanda
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4. Yangon Office /
(Representative) Mr. Kenichiro Eguchi
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PRE-TRAINING REPORT

**The Program on Innovative Production Management by IT
[TIPM]**

The form of “Pre-Training Report” for this training program is composed of the following three documents: Pre-Training Report itself and Questionnaires 1 & 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.aots.jp/jp/ikusei/management/files/18tipm-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. Present situation or future plan of IT utilization in your company / Organization (If any)</p>	
<p>12. Your expectations of the program in relation to the described problems</p>	

Name

Questionnaire 1

◆ **Current situation about data utilization for IoT Utilization in your work.**

Please indicate the level of your current situation by checking the appropriate boxes.

- a:** You have already applied it in your work.
- b:** You have a plan to apply in your work.
- c:** You don't have any plan to apply it in your work.

*The following questionnaire is not used as a criterion for the selection of participants but to adjust the program to the knowledge of participants.

Item	a	b	c
1 Collecting and accumulating the data			
2 Analyzing the data			
3 Analyzing the data for perspective of business performance, inventory management etc.			
4 Utilizing the result of the data analyzed for work efficiency such us quick approach and operation			
5 Utilizing the result of the data analyzed for enhancing the additional value			

[Comment]

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 (<i>e.g.</i>, 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 expressed in the measuring tools?</p>	

4	<p>What are the target values 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>_____</p> <p>(kWh/year)</p>	<p>_____</p> <p>(kWh/year)</p>	⇒	<p>_____</p> <p>(kWh/year)</p>
<p>B: Yearly power consumption of a process at your manufacturing department (or factory)</p>		<p>_____</p> <p>(kWh/year)</p>	<p>_____</p> <p>(kWh/year)</p>	⇒	<p>_____</p> <p>(kWh/year)</p>
<p>NOTE: If you choose B, write about the process you referred to, in the right column.</p>					

2W English (CRTP Program)

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.aots.jp/jp/teitanso/training/doc01.html>)

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

Country:

Company name:

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

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

Names of participants of the training program:

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 = 107 JPY

Estimated sales for this fiscal year [_____] USD * 1 USD = 107 JPY

Question 6:

The AOTS training program costs about 6,000 USD per person to run the course. Do you think the AOTS training programs produce enough benefits to justify the expense (6,000 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 (6,000 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