



C RTP Program

August 2017

Program Outline

&

Participation Requirements

of

The Program on Japanese Production Management for Peru

- For Productivity Improvement and Energy Conservation -

[PEPM]

(Carbon Reduction Technology Promotion Program)

11 – 24 January 2018

1. BACKGROUND OF THE PROGRAM:

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development in developing 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.

At the request of the former participants of AOTS training programs as well as the industrial and business circles in developing countries, AOTS has been organizing various training programs.

The Program on Japanese Production Management for Peru (PEPM) is one of the management training courses conducted by 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.

The PEPM course is being organized in collaboration with the Kenshu Kiokay del Peru and this program aims for them to acquire production management methods focusing on both productivity improvement and quality improvement at production sites, to achieve zero defects in pursuance of cost reduction. This program also aims to develop overall production management capability within participants' companies by their learning efficient environmental management methods that enable their companies both to reduce their environmental load and to enhance productivity through the reduction of loss (waste) associated with the input of raw materials and energy.

2. COUNTRY:

Peru

3. NUMBER OF PARTICIPANTS:

30 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, middle to senior managers who are engaged in production /factory management in manufacturing companies. Owners and/or executives or senior officer of organizations who are responsible for productivity and quality improvement of their organizations in small and medium sized enterprises are also eligible for participation. Staff and managers of public organizations and/or business associations who give guidance for production management may also be accepted
- (2) Participants should be 20 years or more of age.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should be healthy enough to undergo an intensive training program in Japan.
- (5) Participants should be residing in Peru
- (6) Participants should not be students or armed forces personnel.
- (7) 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 have returned home from Japan.

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 the 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 sending company may be limited if there are more applicants than AOTS can accept.

5. APPLICATION PROCEDURE:

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 7 November 2017.**

[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 Report and Questionnaires
- (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>

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **7 December 2017**, 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 15 as of application deadline, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objective of the program is to improve the capabilities of middle and senior managers as well as factory managers, all of who are directly involved in production management at production sites, in terms of production management that helps promote energy conservation in the manufacturing process; through a better understanding of the concept and methods of Japanese manufacturing companies' *Monozukuri*, as well as productivity improvement, failure rate reduction, and waste elimination.

* *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

By the end of this program, participants will have:

- (1) Deepened their understanding of the Japanese way of thinking in production management and effective production systems in Japan that are necessary to enforce effective production activities.
- (2) Deepened their understanding of the operational procedure in production management techniques in order to establish the production site base necessary for introducing/implementing a higher level production management system such as lean production management.
- (3) Improved their ability enough to perform a re-study of the plausibility of accomplishing the targets set before coming to Japan, and to create action plans to be followed after returning home for solving problems at the company or departmental level by introducing, promoting and implementing management techniques suitable for their companies.

-DURATION

1 March ~ 14 March 2017 (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 first examine the current situations of manufacturing industries and their mindset in Japan. Then, participants will overview production management in highly regarded Japanese manufacturing companies.

Second Step

Participants will study the means essential for productivity improvement such as 5S and Visual Management, and will learn various practical management tools to make improvements in quality and productivity through exercises. Then, participants will deepen their understanding of how those management tools are actually put into practice at production sites of Japanese companies through company visits. Participant will re-examine feasibility of numerical goals of energy saving through exercises after learning energy saving methods at lectures.

Third Step

Participants will identify the causes hindering productivity improvement at their companies through the training. Thereafter, participants will establish practical action plans to specify how to promote and implement Japanese-style production management techniques that are learnt through the training program, for accomplishing the challenges at their companies, 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 Spanish or Japanese with translation into Spanish. The program documents and training materials will be prepared in Spanish.

-PROGRAM DIRECTOR

Mr. Momoharu Iijima
Senior Manager, Solution Division, Mac Brain Limited.

Mr. Iijima joined the Association for Rational Administration (Osaka) Incorporation and has since been mainly engaged in consultation work with small and medium-sized enterprises in Osaka Prefecture. As a lecturer of production management seminars for managers of small businesses run by Osaka Prefecture Government, he has provided his expert guidance on IE (industrial engineering), etc. He has a great deal of experience in the area of SME management consulting

-TRAINING LOCATION AND ACCOMMODATION<To Be Determined>

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

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

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

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

Tentative Schedule of

The Program on Japanese Production Management for Peru [PEPM]

11 – 24 January 2018

AOTS Kansai Kenshu Center<To Be Determined>

Date	Morning Session	Afternoon Session
10 Jan. (Wed.)	(Arrival in Japan)	
11 (Thu.)	Opening Ceremony / Orientation LECTURE: Low Carbon Society and Challenge by the Japanese Companies	LECTURE: The Current Situation of Manufacturing Industries in Japan and Their Competitiveness - A low carbon society is being called for-
12 (Fri.)	LECTURE & EXERCISE: 5S and Visual Management	COMPANY VISIT: Practical Case Study of 5S Implementation
13 (Sat.)	Day off	
14 (Sun.)	Day off	
15 (Mon.)	LECTURE & EXERCISE: Company-wide Activity of Equipment Maintenance and Productive Maintenance -Outline of equipment maintenance/productive maintenance involving all the staff/workers	
16 (Tue.)	LECTURE & EXERCISE: Overview of JIT Production System (1) -Concept of waste elimination (7 Mudass) -Factors composing JIT production system in Japan (Kanban, Takt time, Standardized Operations, Heijunka, Just-in-Time, Automation)	LECTURE & EXERCISE: Overview of JIT Production System (2) -Human Resource Development and Organizational Management Method among Group Companies -Roles required of management at the production site in implementing the Japanese production system
17 (Wed.)	STUDY TOUR	COMPANY VISIT: Case Study of Energy Conservation
18 (Thu)		COMPANY VISIT: Case Study of Productivity improvement and <i>Kaizen</i> Activities/Productive Maintenance
19 (Fri)		COMPANY VISIT: Case Study of the Japanese Production System in small and
20 (Sat.)	Day off	
21 (Sun.)	Day off	
22 (Mon.)	LECTURE: Quality Assurance and Quality Control at Production Sites	
23 (Tue.)	LECTURE & EXERCISE: Energy-Saving Activities at Production Sites	
24 (Wed.)	Final Report Presentation	Final Report Presentation Closing Ceremony
25 (Thu.)	(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 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 ¥5,260 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

[Table 1] Estimate of the Fees and Costs**Country: Peru****International Travel Expenses:****Lima - 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>282,730</u> <Breakdown>	188,486 [2/3]	94,244 [1/3]
(1) International Travel Expenses	<u>127,900</u>		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	<u>8,030</u>		
@ 8,850 x 12 days = [during the study tour]	<u>106,200</u>		
b. Meal Allowance			
@ 2,570 x 2 day(s) =	<u>5,140</u>		
c. Accommodation Allowance			
@ 10,080 x 2 day(s) =	<u>20,160</u>		
(3) Personal Allowance			
@ 1,020 x 15 days =	<u>15,300</u>		
2. Course Implementation Costs	<u>311,000</u>	189,000	122,000
3. Domestic Travel Allowance (Kansai Airport - TKC)	<u>1,780</u>	1,780	
Total	<u>595,510</u>	<u>379,266</u>	<u>216,244</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 (FY 2017)

Unit: Japanese Yen

Country	Place of Departure	Place of Arrival	Airfare Limit
Peru	Lima	Osaka (Kansai)	206,900

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@AOTSjapan.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.AOTSjapan.or.jp/en/policy/privacy.html>

10. COLLABORATING ORGANIZATION:

Kenshu Kiokay del Peru

(President) Mr. Ernesto Furukawa

(General Secretary) Mr. José Sobrino

c/o Centro Cultural Peruano-Japones. Torre Jinnai, 7th Floor,
Ave. Gregorio Escobedo 803, Jesus Maria, Lima -11

Tel: 51-1-4619672

Fax: 51-1-4619672

E-mail: aotsperu@gmail.com, aotsperu@aotsperu.com

11. FURTHER INFORMATION:

Training Administration Department of AOTS

Management 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:	Shouhei-au@AOTSjapan.or.jp

PRE-TRAINING REPORT

- The Program on Japanese Production Management for Peru-
 - For Productivity Improvement and Energy Conservation -
 [PEPM]

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 a AOTS training program.**

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. Present situation of production management in your organization</p>	
<p>8. Most critical managerial problems related to production management you are now facing, indicating their causes from your viewpoint</p>	
<p>9. Possible measures to solve such problems together with limitation factors</p>	
<p>10. Your expectations of the program in relation to the described problems</p>	

Name

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 know what it is. Or you have learned it at college/university or by yourself.

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

Item		a	b	c	Item		a	b	c
1	Just-in-time (JIT)				18	Production of many models in small quantities			
2	<i>Kanban</i> system				19	SMED (Single Minute Exchange of Die)			
3	Production leveling				20	Small-lot production			
4	Pull system				21	PM			
5	Takt time				22	Preventive maintenance			
6	Continuous flow processing				23	Maintenance Prevention			
7	Multi-process handling				24	<i>Karakuri Kaizen</i>			
8	Standardized Operation				25	7 major losses			
9	Standard in-process stock				26	Individual Improvement			
10	<i>JIDOKA</i> (Autonomation)				27	Autonomous maintenance			
11	5S				28	Planned maintenance			
12	Visual control				29	Quality maintenance			
13	<i>Poka yoke</i> (fool proof)				30	Mean Time Between Failures (MTBF)			
14	<i>Muda</i> (waste)				31	Mean Time To Repair (MTTR)			
15	Cycle time				32	Daily maintenance			
16	<i>Kaizen</i> (Continuous improvement)				33	Overall Equipment Efficiency (OEE)			
17	Liveliness index of transportation				34	Small Group Activities			

2. The Standard and Tools Your Company Has Adopted

Please indicate the current situation in your company by checking the appropriate boxes.

Techniques / Tools	Implemented with Japanese Consultant	Adopted	Not Adopted
5S			
ISO9000			
JIT			
TQM			
PM			

Name	Country
------	---------

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

