



The Association for Overseas Technical Cooperation and Sustainable Partnerships

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C RTP Program

September 2017

Program Outline

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Participation Requirements

of

The Production Management Training Program

- For Productivity Improvement and Energy Conservation -

[PMTP2]

(Carbon Reduction Technology Promotion Program)

17– 30 January 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 among 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 Production Management Training Program (PMTP2) 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.

Open to all countries, this training program is designed to study production management techniques and their underlying concepts, which are characteristic of Japanese companies. It also aims to help middle and senior managers at manufacturing companies improve their capacities in production management, which is necessary to effectively promote production activities and energy conservation in their companies.

2. COUNTRY:

All Countries and Regions

3. NUMBER OF PARTICIPANTS:

25 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, senior to middle managers or plant managers who are engaged in production management, productivity enhancement, and/or factory management and the like in the manufacturing industry.
- (2) Participants should be more than 20 years of age, with three years or more of business experience in either production management, productivity enhancement, and/or factory management.
- (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 10 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 (AOTS official form)
- (7) Overseas Travel Insurance Consent Form (AOTS official 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 10 November 2017.**

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **7 December**, 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 13 as of deadline of application, 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

17– 30 January 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 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 English or Japanese with translation into English. The program documents and training materials will be prepared in English.

- PROGRAM DIRECTOR

Mr. Shigenobu Wada
President, JOTOC Limited

Mr. Wada is a management consultant and specializes in manufacturing systems (production system) and production management systems (information system). He has guided many companies in introducing factory improvement, operation improvement, 5S, IE, QC, VE/VA, JIT, TQM, PM, etc. Also, he has been engaged in efforts to enhance the quality control level in companies and to contribute to reducing global environment degradation through providing his expert guidance to companies in preparation for ISO9001 and ISO14001 screening and certificate acquisition. He is often invited as a speaker/lecturer at corporate seminars on production management, quality management, and related subjects.

- 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 Production Management Training Program [PMTP2]

17 – 30 January 2018

AOTS Kansai Kenshu Center<To Be Determined>

Date	Morning Session	Afternoon Session
16 January (Tue.)	(Arrival in Japan)	
17 (Wed.)	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-
18 (Thu.)	LECTURE & EXERCISE: 5S and Visual Management	COMPANY VISIT: Practical Case Study of 5S Implementation
19 (Fri.)	LECTURE & EXERCISE: Company-wide Activity of Equipment Maintenance and Productive Maintenance -Outline of equipment maintenance/productive maintenance involving all the staff/workers	
20(Sat.)	Day off	
21(Sun.)	Day off	
22 (Mon.)	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
23 (Tue.)	STUDY TOUR	COMPANY VISIT: Case Study of Energy Conservation
24 (Wed.)		COMPANY VISIT: Case Study of <i>Kaizen</i> Activities/Visual Management
25 (Thu.)		COMPANY VISIT: Case Study of the Japanese Production System
26 (Fri.)	LECTURE: Quality Assurance and Quality Control at Production Sites	
27(Sat.)	Day off.)	
28(Sun.)	Day off	
29 (Mon.)	LECTURE & EXERCISE: Energy-Saving Activities at Production Sites	
30 (Tue.)	Final Report Presentation	Final Report Presentation Closing Ceremony
31 (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 FY2016 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 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 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 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 ¥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:
Management Training Course:****Dhaka - Kansai /Japan, Roundtrip
2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	Japanese government Subsidy	Participation Fee
1. Allowance Costs	<u>266,230</u>	177,486	88,744
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	<u>111,400</u>		
(2) Accommodation and Meal Allowances			
a. [at the HIDA 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>311,000</u>	189,000	122,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	<u>1,780</u>	1,780	
Total	<u>579,010</u>	<u>368,266</u>	<u>210,744</u>

* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air ticket should be purchased by the participant. HIDA 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 HIDA [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 (FY2017)

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
South East Asia	Indonesia	Jakarta	Tokyo/ Osaka/ Nagoya	124,500
		Surabaya	Tokyo/ Osaka/ Nagoya	127,700
		Manado	Tokyo/ Osaka/ Nagoya	133,400
		Medan	Tokyo/ Osaka/ Nagoya	117,700
	*Cambodia	Phnom Penh	Tokyo/ Osaka/ Nagoya	120,200
	Singapore	Singapore	Tokyo/ Osaka/ Nagoya	77,300
	Thailand	Chiang Mai	Tokyo/ Osaka/ Nagoya	124,900
		Bangkok	Tokyo/ Osaka/ Nagoya	80,400
	Philippines	Cebu	Tokyo/ Nagoya	63,100
			Osaka	60,800
		Manila	Tokyo/ Nagoya	61,300
			Osaka	59,000
	Davao	Tokyo/ Nagoya	71,400	
		Osaka	69,000	
	Vietnam	Da Nang	Tokyo/ Osaka/ Nagoya	107,500
			Nagoya	110,000
		Hanoi	Tokyo/ Osaka/ Nagoya	107,500
	Malaysia	Ho Chi Minh City	Tokyo/ Osaka/ Nagoya	107,500
		Kuala Lumpur	Tokyo/ Osaka/ Nagoya	66,600
		Kota Kinabalu	Tokyo/ Osaka/ Nagoya	80,000
Myanmar	Penang	Tokyo/ Osaka/ Nagoya	80,000	
	Yangon	Tokyo/ Osaka/ Nagoya	114,600	
Laos	Vientiane	Tokyo/ Osaka/ Nagoya	110,100	
Northeast Asia	Mongolia	Ulaanbaatar	Tokyo/ Osaka	134,500
		Osaka	120,500	
	China	Shanghai	Tokyo	106,500
			Osaka	88,500
			Nagoya	101,600
		Shenzhen	Tokyo	131,400
			Osaka	130,300
			Nagoya	147,100
		Beijing	Tokyo	136,200
			Osaka	132,200
			Nagoya	130,800
		Guangzhou	Tokyo	117,900
			Osaka	110,700
			Nagoya	108,600
		Nanjing	Tokyo	145,400
			Osaka	122,900
			Nagoya	128,700
		Chongqing	Tokyo	188,500
	Osaka		158,200	
	Nagoya		169,700	
Chengdu	Tokyo	138,700		
	Osaka	131,500		
	Nagoya	129,400		
Dalian	Tokyo	126,400		
	Osaka	107,000		
	Nagoya	123,800		
Tianjin	Tokyo	160,700		
	Osaka	125,300		
	Nagoya	135,200		
Liuzhou	Tokyo	128,000		
	Osaka	120,800		
	Nagoya	118,800		
Middle Asia	Afghanistan	Kabul	Tokyo/ Osaka	334,900
		Nagoya	385,100	
	Uzbekistan	Tashkent	Tokyo/ Osaka	191,900
Kazakhstan	Almaty	Tokyo/ Osaka	366,200	
	Osaka	218,600		
South Asia	India	Kolkata	Tokyo/ Osaka/ Nagoya	99,700
		Chennai	Tokyo	93,700
		Osaka/ Nagoya	104,400	
		Coimbatore	Tokyo	100,400
		Osaka/ Nagoya	111,200	
		Kochi	Tokyo	101,900
		Osaka/ Nagoya	112,700	
		Thiruvananthapuram	Tokyo	102,100
		Osaka/ Nagoya	112,900	
		Hyderabad	Tokyo	102,000
		Osaka/ Nagoya	112,700	
		Bengaluru	Tokyo	98,800
		Osaka/ Nagoya	109,600	
		Delhi	Tokyo/ Osaka/ Nagoya	93,700
	Mumbai	Tokyo/ Osaka/ Nagoya	93,700	
	Ahmadabad	Tokyo/ Osaka/ Nagoya	102,800	
	Pune	Tokyo/ Osaka/ Nagoya	117,800	
	Sri Lanka	Colombo	Tokyo	62,000
			Osaka/ Nagoya	57,000
	Nepal	Kathmandu	Tokyo/ Osaka/ Nagoya	105,300
Pakistan	Karachi	Tokyo	118,600	
		Osaka	115,500	
		Nagoya	115,200	
	Islamabad	Tokyo	118,600	
		Osaka/ Nagoya	115,500	
Lahore	Tokyo/ Osaka/ Nagoya	167,000		
Bangladesh	Dhaka	Tokyo	127,900	
		Osaka/ Nagoya	111,400	
	Chittagong	Tokyo	103,800	
Maldives	Male	Osaka	90,600	
		Nagoya	117,400	
		Tokyo/ Osaka/ Nagoya	315,000	

Unit: Japanese Yen						
Area	Country	Place of Departure	Place of Arrival	Route	Airfare Limit	
Oceania	Samoa	Apia	Tokyo/ Osaka/ Nagoya	EH	111,800	
	Vanuatu	Port Vila	Tokyo/ Osaka/ Nagoya	EH	155,200	
	Papua New Guinea	Port Moresby	Tokyo/ Osaka/ Nagoya	EH	183,400	
	Fiji	Nadi	Tokyo/ Osaka/ Nagoya	EH	105,100	
	Argentina	Buenos Aires	Tokyo/ Osaka/ Nagoya	PA	305,700	
Central and South America	Uruguay	Montevideo	Tokyo/ Osaka/ Nagoya	PA	217,700	
	Ecuador	Quito	Tokyo/ Osaka/ Nagoya	PA	262,400	
	El Salvador	San Salvador	Tokyo/ Osaka/ Nagoya	PA	258,600	
	Guatemala	Guatemala City	Tokyo/ Osaka/ Nagoya	PA	258,600	
	Costa Rica	San Jose	Tokyo/ Osaka/ Nagoya	PA	258,600	
	Colombia	Bogota	Tokyo/ Osaka/ Nagoya	PA	258,600	
		Medellin	Tokyo/ Osaka/ Nagoya	PA	258,600	
	Jamaica	Kingston	Tokyo/ Osaka/ Nagoya	PA	368,100	
		Montego Bay	Tokyo/ Osaka/ Nagoya	PA	368,100	
	Chile	Santiago	Tokyo/ Osaka/ Nagoya	PA	318,300	
	Dominican Republic	Santo Domingo	Tokyo/ Osaka/ Nagoya	PA	368,100	
	Nicaragua	Managua	Tokyo/ Osaka/ Nagoya	PA	258,600	
	Haiti	Port Au Prince	Tokyo/ Osaka/ Nagoya	PA	368,100	
	Panama	Panama City	Tokyo/ Osaka/ Nagoya	PA	258,600	
	Paraguay	Asuncion	Tokyo/ Osaka/ Nagoya	PA	269,500	
	Brazil	Sao Paulo	Tokyo/ Osaka/ Nagoya	PA	321,800	
	Venezuela	Caracas	Tokyo/ Osaka/ Nagoya	PA	307,200	
	Peru	Lima	Tokyo/ Osaka/ Nagoya	PA	206,900	
	Bolivia	La Paz	Tokyo/ Osaka/ Nagoya	PA	293,400	
	Honduras	Tegucigalpa	Tokyo/ Osaka/ Nagoya	PA	258,600	
Mexico	Mexico City	Tokyo/ Osaka/ Nagoya	PA	160,600		
	Guadalajara	Tokyo/ Osaka/ Nagoya	PA	183,800		
	Cancun	Tokyo/ Osaka/ Nagoya	PA	184,800		
	San Luis Potosi	Tokyo/ Osaka/ Nagoya	PA	183,800		
	Mazatlan	Tokyo/ Osaka/ Nagoya	PA	183,800		
	Morelia	Tokyo/ Osaka/ Nagoya	PA	183,800		
	Monterrey	Tokyo/ Osaka/ Nagoya	PA	183,800		
Africa	Algeria	Algiers	Tokyo/ Osaka/ Nagoya	EH	162,100	
	Uganda	Entebbe	Tokyo/ Osaka/ Nagoya	EH	169,700	
	Egypt	Alexandria	Tokyo/ Osaka/ Nagoya	EH	63,700	
		Cairo	Tokyo/ Osaka/ Nagoya	EH	84,100	
	Ethiopia	Addis Ababa	Tokyo/ Osaka/ Nagoya	EH	159,800	
	Ghana	Accra	Tokyo/ Osaka/ Nagoya	EH	181,500	
	Cameroon	Douala	Tokyo/ Osaka/ Nagoya	EH	221,500	
		Yaounde	Tokyo/ Osaka/ Nagoya	EH	224,100	
	Kenya	Nairobi	Tokyo/ Osaka/ Nagoya	EH	282,800	
	Zambia	Lusaka	Tokyo/ Osaka/ Nagoya	EH	186,000	
	Ndola	Tokyo/ Osaka/ Nagoya	EH	196,000		
	Zimbabwe	Harare	Tokyo/ Osaka/ Nagoya	EH	146,500	
	Sudan	Khartoum	Tokyo/ Osaka/ Nagoya	EH	176,700	
	Seychelles	Mahe Island	Tokyo/ Osaka/ Nagoya	EH	112,600	
	Senegal	Dakar	Tokyo/ Osaka/ Nagoya	EH	228,200	
	Tanzania	Dar es Salaam	Tokyo/ Osaka/ Nagoya	EH	132,600	
	Tunisia	Tunis	Tokyo/ Osaka/ Nagoya	EH	233,600	
	Nigeria	Lagos	Tokyo/ Osaka/ Nagoya	EH	242,100	
	Namibia	Windhoek	Tokyo/ Osaka/ Nagoya	EH	126,100	
	Botswana	Gaborone	Tokyo/ Osaka/ Nagoya	EH	114,700	
Madagascar	Antananarivo	Tokyo/ Osaka/ Nagoya	EH	240,200		
Mozambique	Maputo	Tokyo/ Osaka/ Nagoya	EH	110,700		
Mauritius	Mauritius	Tokyo/ Osaka/ Nagoya	EH	157,000		
Mauritania	Nouakchott	Tokyo/ Osaka/ Nagoya	EH	162,700		
Morocco	Casablanca	Tokyo/ Osaka/ Nagoya	EH	352,300		
South Africa	Johannesburg	Tokyo/ Osaka/ Nagoya	EH	142,600		
Malawi	Lilongwe	Tokyo/ Osaka/ Nagoya	EH	190,900		
Libya	Tripoli	Tokyo/ Osaka/ Nagoya	EH	174,100		
Middle East	Azerbaijan	Baku	Tokyo/ Osaka/ Nagoya	EH	162,000	
	Yemen	Sanaa	Tokyo/ Osaka/ Nagoya	EH	174,800	
	Iran	Tehran	Tokyo/ Osaka/ Nagoya	EH	152,000	
		Tabriz	Tokyo/ Osaka/ Nagoya	EH	155,500	
	Saudi Arabia	Riyadh	Tokyo/ Osaka/ Nagoya	EH	236,300	
Jordan	Amman	Tokyo/ Osaka/ Nagoya	EH	192,500		
Lebanon	Beirut	Tokyo/ Osaka/ Nagoya	EH	238,900		
Europe	Ukraine	Kiev	Tokyo/ Osaka/ Nagoya	TS	126,100	
	Serbia	Belgrade	Tokyo/ Osaka/ Nagoya	TS	191,300	
	Kosovo	Pristina	Tokyo/ Osaka/ Nagoya	TS	192,400	
	Montenegro	Podgorica	Tokyo/ Osaka/ Nagoya	TS	192,400	
	Turkey	Istanbul	Tokyo/ Osaka/ Nagoya	TS	99,100	
		Antalya	Tokyo/ Osaka/ Nagoya	TS	106,400	
		Izmir	Tokyo/ Osaka/ Nagoya	TS	106,400	
	Macedonia	Skopje	Tokyo/ Osaka/ Nagoya	TS	115,100	
	Bulgaria	Sofia	Tokyo/ Osaka/ Nagoya	TS	246,800	
	Romania	Bucharest	Tokyo/ Osaka/ Nagoya	TS	169,600	
	Hungary	Budapest	Tokyo/ Osaka/ Nagoya	TS	116,100	
	Slovakia	Bratislava	Tokyo/ Osaka/ Nagoya	TS	313,500	
	Czech Republic	Prague	Tokyo/ Osaka/ Nagoya	TS	128,700	
	Poland	Warsaw	Tokyo/ Osaka/ Nagoya	TS	117,600	

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 Overseas Human Resources and Industry Development Association (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: 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@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

OVERSEAS OFFICES

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: information@hidabkk.com

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: hidajkt@hidajapan.or.id

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: info@hidajapan.in

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: info@hidajapan.com.mm

PRE-TRAINING REPORT
 - The Production Management Training Program -
 - For Productivity Improvement and Energy Conservation -
 [PMTP2]

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 AOTS training program.**

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

(<http://www.aots.jp/jp/ikusei/management/files/17pmt2-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. 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
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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
		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.			

