



The Association for Overseas Technical Cooperation and Sustainable Partnerships

Hakutsuru Bldg. 4F, 12-5, Ginza 5-chome, Chuo-ku, Tokyo 104-0061

Tel: 81-3-3549-3052 Fax: 81-3-3549-3055 E-mail: shouhei-au@aots.jp URL: <http://www.aots.jp/>

C RTP Program

2019

Program Outline

&

Participation Requirements

of

The Program on Production Management for Latin America

- For Productivity Improvement and Energy Conservation by Kaizen Activities -

[LAPM]

(Carbon Reduction Technology Promotion Program)

2019

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 190,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2017 exceeded 201,000.

The Program on Production Management for Latin America - For Productivity Improvement and Energy Conservation by Kaizen Activities - (LAPM) 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.

The Program on Production Management for Latin America (LAPM) is one of such management training programs, which is being organized in collaboration with Federation of Latin American AOTS Alumni Societies (FELAAS). This program 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 in Central and South America

3. NUMBER OF PARTICIPANTS:

22 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 management in manufacturing companies in Latin America. Owners and executives who are responsible for production management in SMEs, and staff and managers of public organizations and/or business associations who give guidance for production management may also be accepted.
- (2) Participants should be, in principle, 20 years old or above.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge (e.g. skill of audit, discussion, debate, presentation and report writing) of Spanish.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in Latin American countries.
- (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 countries where AOTS Alumni Societies are located

Individual applicants should ensure the delivery of the following application documents to the Management Training Administration Group of AOTS, **no later than 6 November 2018 via an AOTS/AOTS Alumni Society located in their countries**, listed in Item 10-1, (AOTS will not accept any application documents directly sent from individual applicants). It is therefore recommendable to ask **an AOTS Alumni Society** to confirm the deadline for bulk shipping of the materials collected from individual applicants, to Japan.

5-2) 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 6 November 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 Report (1),(2) and Questionnaire
- (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 such as official registration document and the latest financial statement of the company/organization etc. other than above listed, if necessary.

The formats are readily downloadable at our website.

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

5-3) 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 6 November 2018.**

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on 6 December 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 6 November 2018, 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 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 Japanese manufacturing companies' energy management, the efficient production system as well as the techniques and the promotion method of *Kaizen* activity.

- KEY BENEFITS

- (1) Deepened their understanding of the energy management concept practiced by Japanese manufacturing companies.
- (2) Deepened their understanding of the efficient production system, the production maintenance, the techniques and promotion method of *Kaizen* activity for the productivity improvement and the energy conservation.
- (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.

- CONTENTS

Preparatory Step

Participants will prepare for their presentations on the final day by referring to the descriptions of the "Pre-training Report (1) and (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 energy management in Japanese manufacturing industries. Then, they will overview the basic concepts of environment-conscious management that is required for companies to achieve a low carbon society, and the objectives of promoting energy conservation from the aspect of corporate management.

Second Step

Participants will study the efficient production system, production maintenance, the techniques of *Kaizen* such as eliminating waste (*Muda*) and the promotion method of *Kaizen* activity through the lectures and practical hands-on 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.

Third Step

Participants will re-examine the plausibility of achieving numerical *Kaizen* targets, which are written in the “Pre-training Report” and the accomplishment of which will lead to energy conservation and other improvements, while identifying the causes hindering productivity improvement at their companies. 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, 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 Japanese with translation into Spanish. In principle, the program documents and training materials will be prepared in Spanish.

-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 Production Management for Latin America
- For Productivity Improvement and Energy Conservation by Kaizen Activities - [LAPM]
 17- 30 January 2019 AOTS Kansai Kenshu Center<To Be Determined>

Morning Session	Afternoon Session	
(Arrival in Japan)		
Opening Ceremony / Orientation	LECTURE: Energy Management in Japanese Manufacturing Companies (1) - Production activities and energy - Examples of energy conservation activities in Japanese manufacturing companies	
LECTURE: Productivity Improvement through Japanese Production System - Just In Time Production System (Flow production, Takt time, Pull system and <i>Kanban</i> , etc.) - <i>Jidoka</i> (Automation with human touch)		
Day off		
Day off		
LECTURE & EXERCISE: Productivity Improvement through 5S, Kaizen and Elimination of Waste (<i>Muda</i>) - Concept of waste (<i>Muda</i>), Seven categories of waste (<i>Muda</i>) - 5S, Motion study, One-piece flow production, Line balancing and Cycle time		
LECTURE & EXECRCISE: <i>Kaizen</i> Exercise - Points to introduce and implement successfully at production sites - Practical hands-on exercise of IE method		
STUDY TOUR	COMPANY VISIT: Case Study of 5S and Visual Management	
	COMPANY VISIT: Case Study of Productivity improvement and Kaizen Activities	COMPANY VISIT: Case Study of Energy Conservation
	COMPANY VISIT: Case Study of Japanese Production System	
Day off		
Day off		
LECTURE: Productivity Improvement through Company-wide Activity of Equipment Maintenance and Productive Maintenance - Elements that hinder efficiency on the work site (losses) - Productive maintenance involving all the staff/workers, Individual improvement		
LECTURE & EXERCISE: Energy Management in Japanese Manufacturing Companies (2) - Steps of <i>Kaizen</i> activity toward productivity improvement and energy conservation - Roles of managers and corporate organization for promoting <i>Kaizen</i> activity		
Final Report Presentation	Final Report Presentation Closing Ceremony	
(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 **10-3 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

3. 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.

4. 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 1-1] Estimate of the Fees and Costs**Country: Argentina****International Travel Expenses: Buenos Aires - Kansai /Japan, Roundtrip****Management Training Course: 2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	Japanese government Subsidy	Part icipat ion Fee
1. Allowance Costs	<u>370,730</u>	247,153	123,577
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	215,900		
(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>368,000</u>	223,000	145,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	<u>1,780</u>	1,780	
Total	<u>740,510</u>	<u>471,933</u>	<u>268,577</u>

* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air t icket 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 t icket 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 2018)

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
Central and South America	Argentina	Buenos Aires	Osaka	215,900
	Colombia	Bogota	Osaka	245,200
		Medellin	Osaka	245,200
	Jamaica	Kingston	Osaka	172,300
		Montego Bay	Osaka	172,300
	Chile	Santiago	Osaka	289,800
	Paraguay	Asuncion	Osaka	167,300
	Brazil	Sao Paulo	Osaka	248,000
		Brasilia	Osaka	362,600
	Venezuela	Caracas	Osaka/	222,900
	Peru	Lima	Osaka	172,000
	Bolivia	La Paz	Osaka	245,200
	Mexico	Mexico City	Osaka	180,300
Monterrey		Osaka	162,500	

For Airfare Limits of countries not shown above, please refer to:

Overseas Cooperation Group, Training Administration Department of AOTS,

Tel: 81-3-3549-3052

Fax: 81-3-3549-3055

Email: shouhei-au@aots.jp

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 Partnership (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:

10-1) Application from countries where AOTS Alumni Societies are located

Association Argentina de Ex-becarios de la ABK y AOTS

(President) Ing. Roberto Degiovannini (Vice President) Dr. Olivia Ogawa	836, Libertad Street, 2° floor, suite 38, (1012) - City of Buenos Aires	
	Tel:	54-11-4812-9747
	Fax:	54-11-4816-0288
	E-mail:	info@aotsargentina.org.ar aotsargentina@gmail.com

Ex-Becarios AOTS Bolivia-Japon

(President) Mr. Juan Luis Zuñiga B. (Secretary General) Mr. Alberto Valdivia	P.O.Box 5037, La Paz, Auqjisamana, Calles #1, La Paz	
	Tel:	591-22-796796
	Fax:	591-22-772406
	E-mail:	aotsboliviajapon@gmail.com

Instituto AOTS Alumni Sao Paulo

(President) Mr. Eiki Shimabukuro (International Relations Director) Ms. Nancy Ishikawa	Rua Lord Cockrane, 168 - Ipiranga - 04213-000 São Paulo - SP - Brasil	
	Tel:	55-11-9991-00555
	Fax:	55-11-5575-7687
	E-mail:	phirai@terra.com.br j.sakakura@aotssp.com.br aotssp@aotssp.com.br

AOTS Alumni do Rio de Janeiro-ARJ

(President) Mr. Marcelo Rodrigues Pereira (Secretary General) Mr. Thadeu do Couto	Rua Filgueiras Lima, 49/303 – Riachuelo CEP 20950-050 Rio de Janeiro RJ	
	Tel:	55-21-3278-2942
	Fax:	55-21-3278-2942
	E-mail:	marcelop@iff.fiocruz.br

The AOTS Alumni Society of Chile

(President) Mr. Jorge A. Oyarce Diaz	Av. Eliecer Parada 2262, Providencia Santiago	
	Tel:	(President's Residence) 56-2-24948805 (Cell phone) 56-9-98736578
	Fax:	56-2-2258520
	E-mail:	jod0306@gmail.com

Asociacion de Ex-Becarios de AOTS Mexico-Japon A.C.

(President) Mr. Marcos Escobedo Castillo (Vice president Secretary) Mr. Ivan Pech Escalante	Auriga No.8 Local 16 (Plaza Monarca) Col. Prado Churubusco C.P. 04230 México, D.F.	
	Tel:	52-55-5682-8156
	Fax:	52-55-5682-8167
	E-mail:	aotsmex@prodigy.net.mx

Ex-Becarios AOTS Mexico-Japon A.C.

(President) Ms. Martha Flores (Secretary) Mr. Rene Garcia	Aramberri 1231, Centro, Monterrey, Nuevo León 64000	
	Tel:	52-81-8340-1450
	Fax:	52-81-8344-7414
	E-mail:	info@aotsmonterrey.com pecilab@prodigy.net.mx vcs@ppim.com.mx

La Asociacion Alumni AOTS de Paraguay

(President) Mr. Santiago Sapena (General Secretary) Ms. María José Cuevas	Calle Porvenir 389 casi Itaipú - Barrio Felicidad, Lambaré	
	Tel:	595-971-939895 (President's Mobile)
	Fax:	595-21-333017
	E-mail:	santiagosapena@construplak.com.py

Kenshu Kiokay del Peru

(President) Mr. Ernesto Furukawa (General Secretary) Ms. Elizabeth Ishikawa	c/o Centro Cultural Peruano-Japones. Torre Jinnai, 7 th 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 efurukawa@aotsperu.com

AOTS Venezuela-Japon A.C.

(President) Mr. Alexander Piñero (Secretary General) Mr. Emigdio Lozada	Calle Comercio, Centro Comercial San Luis, Local #37, San Luis/El Cafetal, Z.P. 1061-Caracas	
	Tel:	58-212-9858997, 9858789, 9859517
	Fax:	58-212-9855553
	E-mail:	hidaaotsvenezuelajapon@gmail.com alexanderpinero12@gmail.com emigdiolozada@gmail.com

10-2) Application from countries where AOTS Alumni Societies are not located

Training Administration Department of AOTS

Overseas Cooperation 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

10-3) Application from host companies in Japan

Training Administration Department of AOTS

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

PRE-TRAINING REPORT (1)

The Program on Production Management for Latin America
 - For Productivity Improvement and Energy Conservation by Kaizen Activities -
 [LAPM]

The form of “Pre-Training Report” for this training program is composed of the following three documents: Pre-Training Report (1), (2) and Questionnaire.

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/18lapm-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	Country
------	---------

PRE-TRAINING REPORT (2)

Observed Data and Numerical Targets for *Kaizen* at the Production Site

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

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

4	<p>What are the target values (numerical data) that are expressed in the measuring tools, and need to be achieved by applying the content to be studied during this training program?</p> <p>NOTE: The target values should be practical.</p>			
5	<p>What is the ratio of material costs, and energy costs (respectively) out of the total production costs.</p>	<p>Example answer: 20% of the total production cost is energy cost. 30% of the total production cost is material cost.</p>		
6	<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>_____</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>_____</p> <p>(kWh/year)</p>
<p>NOTE: If you choose B, write about the process you referred to, in the right column.</p>				

Name

Questionnaire

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			

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