

C RTP Program

March 2017

(Tentative)

Program Outline

&

Participation Requirements

of

The Executive Program on Production Management

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

[EPPM]

(Carbon Reduction Technology Promotion Program)

22 May – 2 June 2017

1. BACKGROUND OF THE PROGRAM:

The Overseas Human Resources and Industry Development Association (HIDA) 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.

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

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

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

2. COUNTRY:

All Countries and Regions

3. NUMBER OF PARTICIPANTS:

25 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, company executives who are in the position of making company policies/strategies, production style, etc., of their own companies in the manufacturing sector. Managers who play a similar role or are expected to in the future or staff/managers of public organizations and/or business associations, researchers/lecturers of research/education institutes and business consultants who are expected to diffuse what is learned in this program may also be accepted.
- (2) Participants should be, in principle, between 25 and 60 years of age, with three years or more of business experience
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in all countries and/or regions except for Japan.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of HIDA 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 HIDA 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 HIDA 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 HIDA 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 HIDA listed in Item 10, **no later than 10 April 2017.**

[Application Documents]

- (1) HIDA Training Application Form and Applicant's Personal Record
(HIDA official form: Handwriting shall be avoided.)
- (2) Medical Check Sheet (HIDA 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 (HIDA official form)
- (7) Overseas Travel Insurance Consent Form (HIDA official form)
- (8) About the handling of Personal Information Concerning Trainees (HIDA 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 (HIDA 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.

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

The formats are readily downloadable at our website.

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

5-2) Application from host companies in Japan

Please refer to below website (Japanese).

(<http://www.hidajapan.or.jp/jp/ikusei/management/proc01.html>)

Host companies should ensure the delivery of application documents to the Training Administration Group of HIDA, the address of which appears in Item 10, **no later than 10 April 2017.**

[Screening Committee Meeting]

The application documents will be forwarded to the HIDA Screening Committee, which will meet on **20 April 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 13 as of 10 April 2017, HIDA may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

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

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

- KEY BENEFITS

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

- DURATION

22 May – 2 June 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 overview the way of thinking of "MONOZUKURI" or manufacturing, and company philosophies/policies which are the source of competitiveness of Japan's leading manufacturer, and understand the functions and importance of its production system (TPS). They will also consider ways to apply the same to the production system at their own companies.

Second Step

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

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

Third Step

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

Final Step

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

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

Refer to the Tentative Schedule for further details.

- LANGUAGE

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

- PROGRAM DIRECTOR

Mr. Hiromitsu HAYASHIDA

Senior Consultant, HIRAYAMA Corporation

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

- TRAINING LOCATION AND ACCOMMODATION

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

<http://www.hidajapan.or.jp/en/center/about/tkc.html>

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

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

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

22 May – 2 June 2017

HIDA Chubu Office < To be determined

| Date | Morning Session | Afternoon Session |
|-----------------|--|--|
| 21 May (Sun) | (Arrival in Japan) | |
| 22 (Mon) | Orientation/Opening Ceremony | Lecture: The Current Situation of Manufacturing Industries in Japan and Their Competitiveness - A low carbon society is being called for- |
| 23 (Tue) | Lecture: Basic Philosophies of the Toyota Production System (TPS) | Lecture: The Roles of Top Executives - Importance of Company Philosophies/Policies - Plans, and Policy Control |
| 24 (Wed) | Lecture: Background to the Competitiveness of TPS The Whole Picture of TPS | |
| 25 (Thu) | Lecture: Outline of the Major Components of TPS - Management of Quality, Cost and Delivery (QCD) / Method, Material, Machine and Man (4M) Just-In-Time, “JIDOKA”, “KAIZEN” activities, etc. | |
| 26 (Fri) | Lecture: Midterm Instruction and Points of Company Visits - Improvement of the Production System - Application of TPS and Challenges | Visit: Auto Related Company - Production System and QCD Management Methods |
| 27 (Sat) | Day off | |
| 28 (Sun) | Day off | |
| 29 (Mon) | Visit/Exercise: Practical Exercises in TPS - Just-In-Time and “JIDOKA” - Measuring Cycle Time and Setting “Takt” Time “KAIZEN” Practices by Groups | |
| 30 (Tue) | Visit: Auto Related Company - Production System and QCD Management Methods | Lecture: Review of Company Visits |
| 31 (Wed) | Lecture & Exercise: Energy-Saving Activities at Production Sites | |
| 1 Jun (Thu) | Lecture: Steps of Activities for the Application of TPS - Mid/Long-Term and Short Term Plan for Improvement of One’s Production System, and Policy Control - Consideration to Enhancing Applicability - Vitalizing the Workplace - Group Discussions | Preparation for Presentations |
| 2 (Fri) | Group Work and Presentations | |
| 3 (Sat) | (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

HIDA 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 HIDA after their arrival in Japan.

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

8-2) Breakdown

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

Attention: The contents of this column are rules for FY2016, so it may be changed in FY2017.

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 HIDA'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, HIDA might not reimburse the International Travel Expenses to the participant.

(2) Accommodation and Meal Allowance

At the HIDA Kenshu Center

- During the training period, participants will be accommodated at a HIDA Kenshu Center. HIDA 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 a HIDA Kenshu Center.
- For the arrival day, HIDA will provide a participant with accommodation to the value of ¥8,030 per day with dinner and breakfast at a HIDA Kenshu Center.
- Please note that HIDA 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 HIDA.

(3) Personal Allowance

- HIDA will pay ¥820 per day in cash to a participant.

2. Course Implementation Costs

Course Implementation Costs, which is the cost to carry out a 2-week HIDA Management Training Program, is ¥340,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥135,000.

3. Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and HIDA Kenshu Center
- HIDA will pay ¥2,940 in cash to a participant for the cost of travel between Chubu international Airport (Nagoya) and HIDA Chubu Office (CKC).

Contribution to HIDA's Administration Cost

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

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

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

(Japanese Yen)

| <i>Training Costs</i> | Total Amount | Japanese government Subsidy | Participation Fee |
|---|-----------------------|-----------------------------|-----------------------|
| 1. Allowance Costs | <u>224,290</u> | 149,526 | 74,764 |
| <Breakdown of Allowance Cost> | <Breakdown> | [2/3] | [1/3] |
| (1) International Travel Expenses | 99,400 | | |
| (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 0 day(s) = | 0 | | |
| c. Accommodation Allowance | | | |
| @ 10,080 x 0 day(s) = | 0 | | |
| (3) Personal Allowance | | | |
| @ 820 x 13 days = | 10,660 | | |
| 2. Course Implementation Costs | <u>340,000</u> | 205,000 | 135,000 |
| 3. Domestic Travel Allowance (Chubu Airport - CKC) | <u>3,020</u> | 3,020 | |
| Total | <u>567,310</u> | <u>357,546</u> | <u>209,764</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 (FY 2016)

Unit: Japanese Yen

| Area | Country | Place of Departure | Place of Arrival | Airfare Limit |
|-----------------|------------------|--------------------|------------------|---------------|
| South East Asia | Indonesia | Jakarta | Tokyo/Osaka | 112,700 |
| | | Manado | Tokyo/Osaka | 108,700 |
| | | Surabaya | Tokyo/Osaka | 125,600 |
| | | Medan | Tokyo/Osaka | 110,300 |
| | Cambodia | Phnom Penh | Tokyo/Osaka | 118,300 |
| | Singapore | Singapore | Tokyo/Osaka | 72,400 |
| | Thailand | Bangkok | Tokyo/Osaka | 79,800 |
| | | Chiang Mai | Tokyo/Osaka | 119,400 |
| | Philippines | Cebu | Tokyo | 62,800 |
| | | | Osaka | 60,500 |
| | | Manila | Tokyo | 61,000 |
| | | | Osaka | 58,700 |
| | | Davao | Tokyo | 70,900 |
| | Osaka | 68,600 | | |
| | Vietnam | Ho Chi Minh City | Tokyo/Osaka | 106,800 |
| | | Hanoi | Tokyo/Osaka | 106,800 |
| | | Da Nang | Tokyo/Osaka | 106,800 |
| | Malaysia | Kuala Lumpur | Tokyo/Osaka | 62,300 |
| Kota Kinabalu | | Tokyo/Osaka | 74,900 | |
| Penang | | Tokyo/Osaka | 74,900 | |
| Myanmar | Yangon | Tokyo/Osaka | 140,100 | |
| Laos | Vientiane | Tokyo/Osaka | 112,500 | |
| Northeast Asia | Mongolia | Ulan Bator | Tokyo | 133,700 |
| | | Osaka | 120,200 | |
| | China | Beijing | Tokyo | 141,900 |
| | | | Osaka | 127,800 |
| | | Shanghai | Tokyo | 110,900 |
| | | | Osaka | 92,200 |
| Shenzhen | Tokyo | 136,800 | | |
| | Osaka | 135,600 | | |
| Middle Asia | Afghanistan | Kabul | Tokyo/Osaka | 332,900 |
| | Uzbekistan | Tashkent | Tokyo | 189,700 |
| | Osaka | 178,300 | | |
| Kazakhstan | Almaty | Tokyo/Osaka | 150,400 | |
| South Asia | India | Calcutta | Tokyo/Osaka | 137,900 |
| | | Cochin | Tokyo/Osaka | 101,200 |
| | | Chennai | Tokyo | 93,000 |
| | | | Osaka | 103,700 |
| | | Thiruvananthapuram | Tokyo/Osaka | 101,400 |
| | | Bengaluru | Tokyo/Osaka | 98,100 |
| | | Delhi | Tokyo/Osaka | 83,100 |
| | | Hyderabad | Tokyo/Osaka | 101,300 |
| | | Mumbai | Tokyo/Osaka | 116,300 |
| | | Ahmedabad | Tokyo/Osaka | 127,700 |
| | Coimbatore | Tokyo/Osaka | 99,800 | |
| | Pune | Tokyo/Osaka | 121,500 | |
| | Sri Lanka | Colombo | Tokyo | 65,500 |
| | | Osaka | 68,500 | |
| | Nepal | Kathmandu | Tokyo/Osaka | 132,000 |
| | Pakistan | Karachi | Tokyo | 97,400 |
| | | | Osaka | 92,700 |
| | | Lahore | Tokyo | 97,400 |
| | | | Osaka | 92,700 |
| | | Islamabad | Tokyo | 97,400 |
| Osaka | 92,700 | | | |
| Bangladesh | Dhaka | Tokyo | 115,200 | |
| | | Osaka | 99,400 | |
| | Chittagong | Tokyo | 116,700 | |
| Osaka | 100,900 | | | |
| Maldives | Male | Tokyo | 264,800 | |
| | | Osaka | 324,700 | |
| Oceania | Samoa | Apia | Tokyo/Osaka | 107,700 |
| | Vanuatu | Port Vila | Tokyo/Osaka | 167,500 |
| | Papua New Guinea | Port Moresby | Tokyo/Osaka | 213,600 |
| | Fiji | Nadi | Tokyo/Osaka | 103,300 |

| Area | Country | Place of Departure | Place of Arrival | Airfare Limit | |
|---------------------------|--------------------|--------------------|------------------|---------------|---------|
| Central and South America | Argentina | Buenos Aires | Tokyo/Osaka | 255,100 | |
| | Uruguay | Montevideo | Tokyo/Osaka | 216,400 | |
| | Ecuador | Quito | Tokyo/Osaka | 260,800 | |
| | El Salvador | San Salvador | Tokyo/Osaka | 227,900 | |
| | Guatemala | Guatemala City | Tokyo/Osaka | 227,900 | |
| | Costa Rica | San Jose | Tokyo/Osaka | 245,000 | |
| | Colombia | Bogota | Tokyo/Osaka | 253,400 | |
| | | Medellin | Tokyo/Osaka | 253,400 | |
| | Jamaica | Kingston | Tokyo/Osaka | 357,400 | |
| | | Montego Bay | Tokyo/Osaka | 357,400 | |
| | Chile | Santiago | Tokyo/Osaka | 316,400 | |
| | Dominican Republic | Santo Domingo | Tokyo/Osaka | 357,400 | |
| | Nicaragua | Managua | Tokyo/Osaka | 227,900 | |
| | Haiti | Port Au Prince | Tokyo/Osaka | 357,400 | |
| | Panama | Panama City | Tokyo/Osaka | 245,000 | |
| | Paraguay | Asuncion | Tokyo/Osaka | 252,100 | |
| | Brazil | Sao Paulo | Tokyo/Osaka | 405,200 | |
| | Venezuela | Caracas | Tokyo/Osaka | 278,000 | |
| | Peru | Lima | Tokyo/Osaka | 210,700 | |
| | Bolivia | La Paz | Tokyo/Osaka | 257,800 | |
| | Honduras | Tegucigalpa | Tokyo/Osaka | 227,900 | |
| | Mexico | Guadalajara | Tokyo/Osaka | 182,700 | |
| | | Mexico City | Tokyo/Osaka | 159,700 | |
| Mazatlan | | Tokyo/Osaka | 182,700 | | |
| San Luis Potosi | | Tokyo/Osaka | 182,700 | | |
| Monterrey | | Tokyo/Osaka | 182,700 | | |
| Morelia | | Tokyo/Osaka | 182,700 | | |
| Cancun | | Tokyo/Osaka | 183,700 | | |
| Africa | Algeria | Algiers | Tokyo/Osaka | 165,600 | |
| | Uganda | Entebbe | Tokyo/Osaka | 113,700 | |
| | Egypt | Cairo | Tokyo/Osaka | 83,800 | |
| | | Alexandria | Tokyo/Osaka | 77,000 | |
| | Ethiopia | Addis Ababa | Tokyo/Osaka | 158,800 | |
| | Ghana | Accra | Tokyo/Osaka | 210,600 | |
| | Cameroon | Douala | Tokyo/Osaka | 218,900 | |
| | | Yaounde | Tokyo/Osaka | 221,500 | |
| | Kenya | Nairobi | Tokyo/Osaka | 204,800 | |
| | Zambia | Lusaka | Tokyo/Osaka | 185,700 | |
| | | Ndola | Tokyo/Osaka | 194,800 | |
| | Zimbabwe | Harare | Tokyo/Osaka | 145,600 | |
| | Sudan | Khartoum | Tokyo/Osaka | 193,200 | |
| | Seychelles | Mahe Island | Tokyo/Osaka | 111,600 | |
| | Senegal | Dakar | Tokyo/Osaka | 225,500 | |
| | Tanzania | Dar Es Salaam | Tokyo/Osaka | 168,700 | |
| | Tunisia | Tunis | Tokyo/Osaka | 259,800 | |
| | Nigeria | Lagos | Tokyo/Osaka | 141,400 | |
| | Namibia | Windhoek | Tokyo/Osaka | 144,100 | |
| | Botswana | Gaborone | Tokyo/Osaka | 103,600 | |
| | Madagascar | Antananarivo | Tokyo/Osaka | 238,800 | |
| | Mozambique | Maputo | Tokyo/Osaka | 120,000 | |
| | Mauritius | Mauritius | Tokyo/Osaka | 174,400 | |
| Mauritania | Nouakchott | Tokyo/Osaka | 184,900 | | |
| Morocco | Casablanca | Tokyo/Osaka | 174,700 | | |
| South Africa | Johannesburg | Tokyo/Osaka | 100,300 | | |
| Malawi | Lilongwe | Tokyo/Osaka | 189,800 | | |
| Libya | Tripoli | Tokyo/Osaka | 63,900 | | |
| Middle East | Azerbaijan | Baku | Tokyo/Osaka | 270,900 | |
| | Yemen | Sanaa | Tokyo/Osaka | 141,800 | |
| | | Tehran | Tokyo/Osaka | 133,000 | |
| | Iran | Tabriz | Tokyo/Osaka | 136,600 | |
| | | Amman | Tokyo/Osaka | 179,900 | |
| | Syria | Damascus | Tokyo/Osaka | 68,200 | |
| | Lebanon | Beirut | Tokyo/Osaka | 234,000 | |
| | Europe | Ukraine | Kiev | Tokyo/Osaka | 140,600 |
| | | Serbia | Belgrade | Tokyo/Osaka | 189,100 |
| | | Montenegro | Podgorica | Tokyo/Osaka | 190,200 |
| Turkey | | Istanbul | Tokyo/Osaka | 127,700 | |
| | | Antalya | Tokyo/Osaka | 135,000 | |
| | | Izmir | Tokyo/Osaka | 133,200 | |
| Macedonia | | Skopje | Tokyo/Osaka | 111,600 | |
| Bulgaria | | Sofia | Tokyo/Osaka | 125,500 | |
| Romania | | Bucharest | Tokyo/Osaka | 209,100 | |
| Hungary | | Budapest | Tokyo/Osaka | 112,900 | |
| Slovakia | Bratislava | Tokyo/Osaka | 309,900 | | |
| Czech Republic | Prague | Tokyo/Osaka | 156,100 | | |
| Poland | Warsaw | Tokyo/Osaka | 128,200 | | |

Guidelines for Purchase of Air Tickets by the Participant

Attention: The contents of this column are rules for FY2016, so it may be changed in FY2017.

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 HIDA 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 HIDA'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, HIDA might not reimburse the International Travel Expenses to the participant.

3. Official Receipts:

HIDA 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) HIDA 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 HIDA.**

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 HIDA 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 HIDA management training program.

9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

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

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

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

10. FURTHER INFORMATION:

| |
|---|
| Training Administration Department of HIDA |
|---|

| | | |
|---|---|--|
| 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@hidajapan.or.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 |

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| OVERSEAS OFFICES |
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| 1. Bangkok Office / (Vice Representative) Mr. Yoshitaro Nagoya |
| 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 |

| |
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| 4. Yangon Office / (Representative) Mr. Kenichiro Eguchi |
| Room Unit 430, 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 Executive Program on Production Management
 - Encouraging the Customized Improvement of Production Systems by Learning from TPS –
 [EPPM]

The form of “Pre-Training Report” for this training program is composed of 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.

***HIDA will not use this information for any other purposes other than a HIDA training program.**

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

[\(URL: to be determined\)](#)

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 (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 expressed in the measuring tools?</p> | |
| 4 | <p>What are the target values that are</p> | |

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

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 HIDA 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 HIDA 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 = 113 JPY

Estimated sales for this fiscal year [_____] USD * 1 USD = 113JPY

Question 6:

The HIDA training program costs about 5,500 USD per person to run the course. Do you think the HIDA training programs produce enough benefits to justify the expense (5,500 USD)? Tick the following statement that applies to you.

- Yes
- No

Question 7:

The following question is relevant to the above Question 6. Supposing that the expense (5,500 USD) is defined as “1”, describe the benefits obtained from the HIDA 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