



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

August 2019

Program Outline

&

Participation Requirements

of

The Production Management Training Program for Mexico

[MXPM]

4 December – 17 December 2019

1. BACKGROUND OF THE PROGRAM:

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development in developing countries to promote technical cooperation through training, experts dispatch and other programs.

Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations between those countries.

AOTS was established in 1959 with the support of the Ministry of International Trade and Industry (which is the present Ministry of Economy, Trade and Industry: METI) as Japan's first technical cooperation organization on a private sector basis. More than 194,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2018 exceeded 204,000.

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

The Production Management Training Program for Mexico (MXPM) is one of such management training programs, which is being organized in collaboration with the AOTS Alumni Societies in Mexico. 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 in their companies.

2. COUNTRY:

Mexico

3. NUMBER OF PARTICIPANTS:

22 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. 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, 25 years old or above.
 - (3) Participants should be university graduates and/or have equivalent professional experience.
 - (4) Participants should be healthy enough to undergo an intensive training program in Japan.
 - (5) Participants should be residing in Mexico.
 - (6) Participants should not be students or armed forces personnel.
 - (7) Former participants of AOTS training programs (ODA-funded programs and CRTP Programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they returned home.
- * Participants from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies are most desirable. (In the case of applications from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies, the priority for selection becomes higher.)

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 via AOTS's collaborating organization 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 through the AOTS's Collaborating Organizations listed in Item 10 to the Overseas Cooperation Group of AOTS listed in Item 11, **no later than 15 October 2019**.

As the deadline for the submission of the application documents differ for each organization, please ask the AOTS's Collaborating Organizations. Applicants will be interviewed by the AOTS's Collaborating Organizations.

[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 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 available from the AOTS's Collaborating Organizations listed in Item 10. Please ask them.

5-2) Application from host companies in Japan

Please refer to below website (Japanese).

(<https://www.aots.jp/hrd/technology-transfer/management/oda/>)

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 15 October 2019**.

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **7 November 2019**, 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 20 as of 15 October 2019, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objective of the program is to improve the production management abilities of middle and senior managers as well as factory managers, all of who are directly involved in production management at production sites, in order to implement production activities within their companies/factories efficiency by understanding the mindset behind Japanese manufacturing companies' *Monozukuri*.

* *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) Become able to improve their ability to formulate concrete plans to implement and promote management techniques in a way that is suitable for their own way.

- DURATION

4 December – 17 December 2019 (2 weeks)

- CONTENTS

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.

Third Step

Based on the results of the lectures, observations during company visits and discussions, participants will grasp the problems that hinder the quality and/or productivity level of their respective companies and summarize the tasks on how to introduce, implement and promote the Japanese production management methods learned throughout the program within their companies, in order to solve those problems. On the final

day participants will make a presentation on action plans to accomplish these tasks in their respective companies.

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

Refer to the Tentative Schedule for further details.

- LANGUAGE

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

-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 of

The Production Management Training Program for Mexico [MXPM]

4 December - 17 December 2019

AOTS Kansai Kenshu Center<To Be Determined>

Date	Morning Session	Afternoon Session
3 Dec (Tue)	(Arrival in Japan)	
4 (Wed)	Opening Ceremony / Orientation	LECTURE: Comparison of Corporate Management between Mexico and Japan
5 (Thu)	LECTURE: How to implement productivity improvement activities -Introduction (Improvement of Productivity, Quality, Cost and Delivery)	LECTURE: How to implement productivity improvement activities –Kaizen activities • How to implement productivity improvement and Kaizen activities by using 3S at factory floor
6 (Fri)	LECTURE: How to implement Kaizen in cost and efficiency (IE) • What is Muda or Loss? • Kaizen by IE method	LECTURE & EXERCISE: Kaizen practical methods for the removal of Muda (Kaizen exercise with practices) (1) • How to implement Kaizen by team
7 (Sat)	Day off	
8 (Sun)	Day off	
9 (Mon)	LECTURE & EXERCISE: Kaizen practical methods for the removal of Muda (Kaizen exercise with practices) (2) • How to make standard operation and case studies by using video	LECTURE: JIT and JIDOKA, how to design the continuous flow in the plant (Method of Understanding and practicing the Toyota Production System)
10 (Tue)	LECTURE & EXERCISE: How to implement quality control and performance improvement • Why-Why analysis • Basic knowledge of QC methods	LECTURE: How to implement Kaizen activities of equipment and facilities and to increase the rate of operation • Thrashing out factors through Kaizen practice of ball launcher
11 (Wed)	STUDY TOUR	COMPANY VISIT: Case Study of Productivity improvement
12 (Thu)		COMPANY VISIT: Case Study of <i>KAIZEN</i> Activities
13 (Fri)		COMPANY VISIT: Case Study of the Japanese Production System
14 (Sat)	Day off	
15 (Sun)	Day off	
16 (Mon)	LECTURE & EXERCISE: QC Circle Activities • Overview of QC circle activities and efficient way of implementation	
17 (Tue)	Final Report Presentation	Final Report Presentation Closing Ceremony
18 (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:

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 11. 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 Table 1.

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.

(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 FY2019 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 ¥9,020 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 ¥8,180 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 ¥2,620 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 ¥10,267 (the upper limit) per day, but the meal allowance (¥2,620 per day) will be paid in cash by AOTS.

(3) Personal Allowance

- AOTS will pay ¥1,040 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 ¥408,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥160,000.

3. Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and AOTS Kenshu Center
- AOTS will pay ¥1,800 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: Mexico****International Travel Expenses:****Mexico City - Kansai /Japan, Roundtrip****Management Training Course:****2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	<u>346,094</u>	230,729	115,365
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	188,300		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,180 x 1 day (Arrival Day) =	8,180		
@ 9,020 x 12 days =	108,240		
[during the study tour]			
b. Meal Allowance			
@ 2,620 x 2 day(s) =	5,240		
c. Accommodation Allowance			
@ 10,267 x 2 day(s) =	20,534		
(3) Personal Allowance			
@ 1,040 x 15 days =	15,600		
2. Course Implementation Costs	<u>408,000</u>	248,000	160,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	<u>1,800</u>	1,800	
Total	<u>755,894</u>	<u>480,529</u>	<u>275,365</u>

* The maximum amount of airfare claimable to subsidize the air ticket's purchase. The air ticket should be purchased by the participant. AOTS will subsidize the amount in accordance with its rules & regulations.

* : those amounts highlighted in grey will be paid in kind. [1.-(2)-a. /1.-(2)-c.]

* : those amounts highlighted in yellow will be paid in cash to participants by AOTS [1.-(1) /1.-(2)-b. /1.-(3) /3.]

* International travel expenses subsidy will be provided if the air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.

In the event that the international travel expenses subsidy will not be provided, the amount of 1.-(1) in the above figure will be zero and therefore, the "Allowance Costs" and "Total Cost" will change accordingly.

* The above mentioned are the amounts adopted 10 percent Japanese consumption tax (Its enforcement is scheduled on 1 October 2019). However, the amounts of AOTS Domestic Travel Allowance in Japan remain unchanged since the railway fares adopted 10 percent consumption tax are not announced by the railway companies in Japan presently.

[Table 2] Standard Airfare Limits (FY2019)

Unit: Japanese Yen

Country	Place of Departure	Place of Arrival	Airfare Limit
Mexico	Mexico City	Osaka (Kansai)	188,300
	Guadalajara	Osaka (Kansai)	169,700
	Cancun	Osaka (Kansai)	170,700
	San Luis Potosi	Osaka (Kansai)	169,700
	Leon	Osaka (Kansai)	169,700
	Mazatlan	Osaka (Kansai)	169,700
	Morelia	Osaka (Kansai)	169,700
	Monterrey	Osaka (Kansai)	169,700

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. COLLABORATING ORGANIZATION:

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

(President) Mr. Marcos Escobedo Castillo (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 aotsmex@gmail.com

Ex-Becarios AOTS Mexico-Japon A.C.

(President) Mr. Rene Garcia (Secretariat) Ms. Monica Rodriguez	Río Pilon 2124, Fraccionamiento Bernardo Reyes, Monterrey, Nuevo León 64280	
	Tel:	52-81-8373-9254
	Fax:	
	E-mail:	info@aotsmonterrey.com pecilab@prodigy.net.mx vcs@ppim.com.mx

11. FURTHER INFORMATION:

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)

Application from overseas companies

Overseas Cooperation Group, Operations Management Department	30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534 Japan	
	Tel:	81-3-3888-8256
	Fax:	81-3-3888-8264
	E-mail:	shouhei-au@aots.jp

Application from host companies in Japan

Training Administration Group, Training & Expert Dispatch Administration Department	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

- The Production Management Training Program for Mexico-
[MXPM]

Please fill in the following items by using a personal computer or similar equipment in English. AOTS would duplicate and distribute it to lecturers and other participants as a reference material for the group discussions and presentations held during the program. This report may be used for modification of the curriculum.

***AOTS will not use this information for any other purposes other than an AOTS training program.**

Note: Please fill in the following items by using a personal computer or similar equipment in English. Handwriting should be avoided.

1. Your name	
2. Your country	
3. Name of your company/ organization	
4. Outline of your organization (preferably attach an organization brochure)	
5. Your position and name of your department/division (preferably attach an organizational chart, indicating your position)	
6. Your duties in detail	

<p>7. Present situation of production management in your organization</p>	
<p>8. Most critical managerial problems related to production management you are now facing, indicating their causes from your viewpoint</p>	
<p>9. Possible measures to solve such problems together with limitation factors</p>	
<p>10. Your expectations of the program in relation to the described problems</p>	

Name

Questionnaire

1. 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

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

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).

- 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 = 112JPY

Estimated sales for this fiscal year [_____] USD * 1 USD = 112JPY

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 [_____]

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