



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

November 2022

Program Outline
&
Participation Requirements
of
The Program on Family Business Management
for Thailand
[THFB]

7–16 March 2023

1. BACKGROUND OF THE PROGRAM:

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development mainly in overseas countries to promote technical cooperation through training, experts dispatch and other programs. Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations among those countries.

AOTS was established in 1959 with the support of the Ministry of International Trade and Industry (which is the present Ministry of Economy, Trade and Industry: METI) as Japan's first technical cooperation organization on a private sector basis. More than 200,000 individuals from 198 countries and regions have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2021 exceeded 230,000.

AOTS organizes and develops a various range of training courses based on requests from returning participants and industry in developing countries.

The Program on Family Business Management for Thailand (THFB) is one of such management training programs, which is being organized in collaboration with AOTS Alumni Society (Thailand). This program is designed for founders, successors and its candidates of Thai family businesses, aiming to improve their management skills by learning the characteristic management philosophy, methods and practice of Japanese excellent family business companies and examine to apply them to their own companies.

2. COUNTRY:

Thailand

3. NUMBER OF PARTICIPANTS:

20 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

(1) Participants should be, in principle, founders, successors or its candidates of Thai family businesses.

*Those who are not relatives by blood to the founder or management may also be accepted.

*Participation eligibility will be determined by reviewing application documents, "Pre-Training Report" and "Questionnaire on the Family Business".

(2) Participants should be, in principle, more than 20 years old and over.

(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 Thai.

(5) Participants should be healthy enough to undergo an intensive training program in Japan.

(6) Participants should be residing in Thailand.

(7) Participants should not be students or armed forces personnel.

(8) Former participants of AOTS training programs (ODA-funded and CRTP programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they have returned home countries from Japan.

* 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 countries 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 becomes lower.
- (5) Those who work in the national government (agency) or the local government (agency) are not eligible to participate in this 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 collaborating organization or a Japanese host company in Japan makes the application. Please see below for details.

- (1) If participants apply to take part in practical training (on-site training) at a Japanese host company after participating in management training, they must apply through a legal entity in Japan (e.g., parent company) that will be their host company in Japan.
- (2) If participants apply through a Japanese host company, international travel expenses are not eligible for subsidy. Only in the case of participants from African countries, international travel expenses are eligible for subsidy.

(Application from host companies in Japan)

- (1) **Advance application:** The Japanese host company should contact the training and expert dispatch administration group of AOTS, the address of which appears in Item 15, by telephone or e-mail with an outline of the training plan (e.g., duties and background of the participants, whether practical training is required or not, etc.).

Please submit the following application documents to the training and expert dispatch administration group by **no later than 22 December 2022**.

1. AOTS Training Application Form (outline)
2. The trainee's personal record and enquiry into training contract
3. Pre-training report

- (2) **Formal application:** After receiving notification of acceptance of the advance application, the host company will be informed about the preparation of the necessary documents and arrangements for the formal application.

*If you have any questions, please contact the training and expert dispatch administration group (see Item 15).

*The above-mentioned AOTS prescribed forms can be downloaded from the website below.

<https://www.aots.jp/hrd/technology-transfer/download/#kanri-shinkokoku> (Japanese).

(Application from overseas countries)

Individual applicants should ensure the delivery of the following application documents in both PDF and Excel format through Overseas Collaborating Organizations (see Item 14) to the Overseas Cooperation Group of AOTS listed in Item 15, **no later than 27 December 2022**.

As the deadline for the submission of the application documents differs for each organization, please ask the Overseas Collaborating Organizations.

Applicants will be interviewed by the Overseas Collaborating Organizations.

[Application Documents]

- (1) AOTS Training Application Form and Applicant's Personal Record
(AOTS official form: Handwriting should be avoided.)
*Soft copies of both PDF and Excel file will be required to submit.
- (2) Enquiry about your Interest in doing business with Japanese companies and/or Entry into Japanese market
*Excel file
- (3) Medical Check Sheet (AOTS official form: Handwriting should be avoided.) *PDF file
- (4) About the handling of Personal Information Concerning Trainees (AOTS official form) *PDF file
- (5) Overseas Travel Insurance Consent Form *PDF file
- (6) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises) *PDF file
- (7) Pledge to Comply with the COVID-19 Disease Control Measures Specified by AOTS *PDF file
*For application forms (1) and (3) and (4) to (7) above 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.
- (8) A brochure of the applicant's company/organization *PDF file
- (9) Digital image of face photo (Please enter your name in the data title.)
- (10) Photocopy of the applicant's passport *JPEG or PDF file
*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 letters) and date of birth should be submitted instead.
- (11) Pre-Training Report and Questionnaire on the Family Business *Word

Notes:

**AOTS may ask the applicants to submit additional documents such as an official registration document and the latest financial statement of the company/organization, etc. , other than the above listed, if necessary.

** The formats are available from the Overseas Collaborating Organizations. Please ask them.

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **26 January 2023**, for official approval of participation. Those who successfully pass the screening process will be notified when they receive the invitation documents.

Notes: If the number of participants is less than 20 as of the application deadline, AOTS may cancel or postpone this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The Program is designed for founders, successors and its candidates of Thai family businesses to learn the characteristic management philosophy, methods and practice of Japanese excellent family business companies for the permanent growth and development of the business and its succession to the next generation. The program aims to improve the abilities of managements and its candidates by applying these methods to their own companies and examining the long-term development of family business and reviewing their own roles and challenge.

- KEY BENEFITS & CONTENTS

- (1) To understand the characteristics of Japanese family businesses in terms of management methods.
- (2) To understand how Japanese long-established family businesses carry out human resource development and skills transfer.
- (3) To understand the structure, systems and practices of corporate governance in Japanese family businesses.
- (4) To consider how to develop the family business in their own company over the long term and hand it over to the next generation and formulate a concrete action plan.

- DURATION

Tuesday 7 –Thursday 16 March 2023 (10 days)

[1st Step]

Through lectures and case studies, participants will learn the characteristics of Japanese family businesses by grasping the current situation and comparison with foreign cases. Participants also learn how to permanently hand the business over to the next successors and how to instill the founding spirit and corporate philosophy, and practices and know-how of skill transfer. In addition, through group discussions they will consider how it can be applied to their own companies

[2nd Step]

Through lectures and case studies, participants will learn family businesses in traditional local industries in Japan and consider how their own companies can develop together with the local region. The participants will also learn corporate governance, which is an important issue for family businesses, and consider how governance should be implemented in their own companies by learning about the structure, systems and practices of corporate governance in Japanese family businesses.

[3rd Step]

Through the company visits, participants will learn how Japanese family businesses are actually managed from the lecturers provided by founders, successors and senior management. In particular, the participants will learn from the perspectives of the people involved in the family business, such as how the founder passed on the business to the next generation and how the successor succeeded to the company and how he/she differentiates himself/herself from the founder, and consider them from the perspective of participant's own position.

[4th Step]

Based on the knowledge and experience gained in this program, participants will examine how to develop the family business in their own company over the long term and how to pass it on to the next generation, or how to take it over as a successor, by applying it to their own position, and prepare the action plans and make a final presentation.

A daily schedule consists of a 3-hour morning session and a 3-hour afternoon session.
Please refer to the Tentative Schedule.

- LANGUAGE

All lectures, discussions and project company visits will be conducted in Thai (lectures, full-day workshop and case studies), except for one case study with translation. All the program documents and training materials will be prepared in Thai.

- PROGRAM DIRECTOR

Dr. Hidekazu Sone
Professor, Faculty of Policy Science,
Shizuoka University of Art and Culture

Dr. Sone has been teaching as a Professor at Faculty of Policy Science, Shizuoka University of Art and Culture since 2022 after working as an Assistant Professor at Osaka University of Economics, a Visiting Researcher at Memorial University in Canada and an Assistant Professor at the Faculty of Business Administration at Tezukayama University. Currently he is active as Executive Director of Japan Academy of Family Business, Executive Secretary of Entrepreneur Research Forum. Dr. Sone holds a PhD in Business Administration.

Major publications:

"Business Administration from the Ground Up" (Joint Authorship, 2013), "Family Business in Japan" (Editing and Writing, 2016), "Survival Mechanisms of Long-established Firms" (2019, winner of the Main Prize of the Small and Medium Enterprise Research Encouragement Award from the Shoko Research Institute, winner of the Family Business Society Award, winner of the Entrepreneur Research Forum Award, etc.), "Corporate Governance and Management in German Enterprises" (Joint Authorship, 2021), "Theory and History in Regional Perspective" (Joint Authorship, 2022) and so on.

- 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 558-0021, Japan

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

Tentative Schedule
of
The Program on Family Business Management for Thailand [THFB]
7 –16 March 2023
AOTS Kansai Kenshu Center (KKC) <To Be Determined>

Date	Morning	Afternoon
6-Mar. (Mon.)	(Arrival in Japan)	
7- Mar. (Tue.)	ORIENTATION/ OPENING CEREMONY	LECTURE: Overview of Family Businesses in Japan -Characteristics of long-established family businesses in Japan -Mechanisms for long-term survival and growth -Management philosophy and its transmission -Tradition and innovation in business development
8- Mar. (Wed.)	LECTURE: Skills Transfer and Family Businesses (1) -Effort for corporate survival and growth -Skills transfer mechanisms and human resource development	EXERCISE: Skills Transfer and Family Business (2) -Group discussion
9- Mar. (Thu.)	COMPANY VISIT: Case Study of Skills Transfer and Family Business	
10- Mar. (Fri.)	LECTURE: Local Traditional Industries and Family Businesses -Dominance of family businesses in local traditional industries -Industrial clusters, competition and cooperation between companies -Contribution to regional activation	COMPANY VISIT: Local Traditional Industries and Family Businesses
11- Mar. (Sat.)	Day off	
12- Mar. (Sun.)	Day off	
13- Mar. (Mon.)	Study Tour	Move to company visit
14- Mar. (Tue.)		COMPANY VISIT: Case study of Corporate Governance in Family Businesses
15- Mar. (Wed.)	LECTURE: Corporate Governance in Family Businesses (1) -Importance of governance in family businesses and its challenges -Corporate governance mechanisms, systems and practices in Japanese family businesses -Avoiding conflicts within companies	LECTURE: Corporate Governance in Family Businesses (2)
16- Mar. (Thu.)	PRESENTATION: Final Report Presentation (1)	PRESENTATION Final Report Presentation (2)/ Closing Ceremony
17- Mar. (Fri.)	(Departure from Japan)	

- Remarks: (1) The above schedule is subject to change for the convenience of lecturers and cooperating companies, or for other unavoidable reasons.
(2) Several group discussion sessions will be arranged in the evening.
(3) Though Saturdays and Sundays are day 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 their settlement differ depending on whether an overseas company makes the application via the Overseas Collaborating Organization or a Japanese host company in Japan makes the application. The following is an explanation of the case of the application from an overseas country via a Collaborating Organization.

8-1) Outline

AOTS training programs are financed by Official Development Assistance (ODA) subsidies 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.
- Participants shall purchase their air tickets by themselves. For information on how to purchase tickets, please refer to p.12 'Guidelines for participants' air travel and reimbursement by AOTS'.
- In principle, the subsidy from the Japanese Government applies from two days before the start of the training until the last day of the training.
- Please refer to Table 2 “List of Target Countries and Regions” for the classification of category 1 and category 2 on page11.
- The Estimates of the Participation Fee for the countries of Category 1 is shown in Table 1-1 listed on page 10.
- Participants are encouraged to enter the round-trip amount of the airline ticket they intend to purchase in order to ascertain the approximate amount of the participation fee when applying for training.
- For Category 1, the participation fee is the sum of 1. 1/3 of the allowance cost and 2. Course Implementation Fee.
- Participants will pay the participation fee after arrival in Japan.
AOTS will reimburse the international travel expenses to the participant (the amount will be finalized based on the AOTS rules and regulations after checking the evidence documents for the purchase of the ticket submitted by the participant when he/she arrives in Japan).
The amount the participant actually pays after arrival in Japan is the participation fee minus the international travel expenses, Table 1-1 listed on page 10.
- In principle, payment is accepted by credit card (VISA or MASTER).
If it is difficult to pay by credit card, payment by cash will be accepted. In such case, please contact AOTS before coming to Japan.

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 and 2. Course Implementation Costs. The Participation Fee, the amount that participants should bear, consists of “Contribution to Allowance Costs” and “Contribution to Course Implementation Costs” [A].

1. Allowance Cost

The allowance cost is composed of the following items.

The Contribution to Allowance Costs for the participants from the countries in Category 1 is 1/3 of the Allowance Costs.

(1) International Travel Expenses

- International travel expenses are provided if an air ticket and its evidence document for purchase of the air ticket 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 round-trip air tickets by themselves. Please refer to “Guidelines for Purchase of Air Tickets by the Participant” listed on page 12 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 the participant’s 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 ¥9,440 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 ¥8,600 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 days 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, and the meal allowance (¥2,620 per day) will be provided to participants in kind or paid in cash by AOTS.

(3) Personal Allowance

- AOTS will pay ¥1,040 per day in cash to a participant.

(4) Domestic Travel Allowance

- AOTS will arrange for the participants a chartered bus or other means of transport from the international airport to the AOTS training center on arrival in Japan, or provide part of the transport costs in cash, as per the table below.

Airport of arrival in Japan	Training Center	Standard Amount (Round trip)	Standard Route
Narita International Airport (Tokyo)	AOTS Kenshu Center (TKC)	5,460JPY	Narita international Airport (Tokyo) – AOTS Tokyo Kenshu Center (TKC)
Kansai International Airport (Osaka)	AOTS Kenshu Center (KKC)	1,800JPY	Kansai International Airport (Osaka) – AOTS Kansai Kenshu Center (KKC)

(5) Welfare costs (Overseas Travel Insurance premiums)

- These are the costs of overseas travel insurance insured by AOTS for the participants.

2. Course Implementation Costs

The Contribution to Course Implementation Costs for a two-week course (the amount participants should bear) is ¥168,000.

Contribution to AOTS’s Administration Cost

AOTS would like to ask the participants to support us by offering ¥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. AOTS will issue the receipt for the participants.

[Table 1-1] Estimate of the Fees and Costs [Category 1 Country]

Estimate of the Training Costs

Country: **Bangkok-Thailand**
 International Travel Expenses: **Bangkok Thailand - Kansai International, Japan, Roundtrip**
 Management Training Course: **THFB (2-week course)**

1. Overview of the Estimate of the Training Costs

(Japanese Yen)

Training Costs	Total Amount	ODA Subsidies	
1. Allowance Costs <Breakdown of Allowance Cost>	<Breakdown>		The amount of International Travel Expenses shown here is for reference only. Please put the airfare you plan to purchase and make calculation by yourself. Please also see 3. Notes at the bottom of the page. Grey colored column = The amount paid in kind to participant by AOTS. Yellow colored column = The amount paid in cash to participant by AOTS during the training. The total amount will be 15,860 yen.
(1) International Travel Expenses	120,000	[B]	
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,600 x 1 day (Arrival Day) =	8,600		
@ 9,440 x 9 days =	84,960		
[during the study tour]			
b. Meal Allowance			
@ 2,620 x 1 day(s) =	2,620		
c. Accommodation Allowance			
@ 10,267 x 1 day(s) =	10,267		
(3) Personal Allowance			
@ 1,040 x 11 days =	11,440		
(4) Domestic Travel Allowance (Kansai International - KKC)	1,800		
(5) Welfare Costs			
Overseas Insurance	1,490		
Subtotal (1)~(5)	241,177	[2/3] 160,784	[1/3] 80,393
2. Course Implementation Costs	516,000	348,000	168,000
Total	757,177	508,784	248,393 ... [A]

2. Settlement Method and Breakdown

After arrival in Japan, the participant and AOTS shall make a settlement $[C]=[A]-[B]$ shown below.
 If the difference [C] is negative (-), it means that the amount will be paid from AOTS to the participant.

	Item	Amount (Japanese Yen)	Note
[A]	Participation Fee (Participation Fee consists of one third of 1. Allowance Costs and 2. Course Implementation Costs)	248,393	This is the amount participants should bear, and the value of which varies with the International Travel Expenses amount, and participants' staying days. Testing fees may also vary.
[B]	International Travel Expenses paid back from AOTS to participant during the training.	120,000	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	128,393	-

(Japanese Yen)

	Amount paid to participants from AOTS to participant in cash during the training.	15,860	Total amount of yellow colored column in the table.
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3. Notes

Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.
 International travel expenses subsidy will be provided if an air ticket and its receipt satisfy required conditions; not provided if unsatisfying conditions or for a free ticket.
 In case 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 be changing accordingly.

[Table 2] List of Target Countries and Regions (2022-2023)

Trainees should be residing in the following countries/regions.

<i>Category 1*</i>		<i>Category 2*</i>
Albania	Marshall Islands	Afghanistan
Algeria	Mauritius	Angola
Argentina	Mexico	Bangladesh
Armenia	Micronesia	Benin
Azerbaijan	Moldova	Bhutan
Belarus	Mongolia	Burkina Faso
Belize	Montenegro	Burundi
Bolivia	Montserrat	Cambodia
Bosnia and Herzegovina	Morocco	Central African Rep.
Botswana	Namibia	Chad
Brazil	Nauru	Comoros
Cabo Verde	Nicaragua	Democratic Republic of the Congo
Cameroon	Nigeria	Djibouti
Colombia	Niue	Eritrea
Congo	North Macedonia	Ethiopia
Costa Rica	Pakistan	Gambia
Côte d'Ivoire	Panama	Guinea
Cuba	Papua New Guinea	Guinea-Bissau
Dominica	Paraguay	Haiti
Dominican Republic	Peru	Kiribati
Ecuador	Philippines	Lao People's Democratic Republic
Egypt	Samoa	Lesotho
El Salvador	Serbia	Liberia
Equatorial Guinea	South Africa	Madagascar
Eswatini	Sri Lanka	Malawi
Fiji	St. Helena	Mali
Gabon	St. Lucia	Mauritania
Georgia	St. Vincent and Grenadines	Mozambique
Ghana	Suriname	Myanmar
Grenada	Syrian Arab Republic	Nepal
Guatemala	Tajikistan	Niger
Guyana	Thailand	Rwanda
Honduras	Tokelau	Sao Tome and Principe
India	Tonga	Senegal
Indonesia	Tunisia	Sierra Leone
Iran	Turkey	Solomon Islands
Iraq	Turkmenistan	Somalia
Jamaica	Ukraine	South Sudan
Jordan	Uzbekistan	Sudan
Kazakhstan	Vanuatu	Tanzania
Kenya	Venezuela	Timor-Leste
Kosovo	Viet Nam	Togo
Kyrgyzstan	Wallis and Futuna	Tuvalu
Lebanon	West Bank and Gaza Strip	Uganda
Libya	Zimbabwe	Yemen
Malaysia		Zambia
Maldives		

1. The list above is in alphabetical order, with the generic name for the country being used.
2. These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).

*Low/Lower Middle/Upper Middle Income Countries (Category 1):

According to the DAC list of ODA recipients effective for reporting on 2022 and 2023 flows, these are Low/Lower Middle/Upper Middle Income Countries and regions which are not "Least Developed Countries", and thus have been recognized by the Japanese government as target countries for ODA.

*Least Developed Countries (Category 2):

These are the least developed countries on the DAC list.

Guidelines for Purchase of Air Tickets by the Participant
And method of reimbursement by AOTS

1. Arrival and Departure Dates:

In principle, arriving in Japan **on the day before** the commencement of the program and departing on the day after the closing day of the program.

3. Method of Reimbursement:

When purchasing an air ticket, participants are requested to submit purchase evidence documents to show that participants have compared prices with at least two companies under the same conditions, such as flight date, flight time, route and seat class (e.g., economy class), **and have purchased the ticket with the lower price.**

(1) International Travel Expenses eligible to be Subsidized (Reimbursement)

During the training program in Japan, participants should present to AOTS their air tickets and submit purchase evidence documents (2) (i) to (iii) below. AOTS finalizes the travel expenses based on these documents and will reimburse the participant in cash (JPY) the amount eligible for subsidy out of the sum of the following items (i) and (ii).

(i) In principle, the actual round-trip airfare for a discounted economy class flight on a direct flight or a connecting flight on a reasonable route.

*If there is no discounted economy class on the flight, normal economy class is also eligible for the subsidy.

*If the participant purchases a ticket that does not satisfy the above (i) required conditions, such as business class, the subsidized amount for travel expenses will not be reimbursed.

* A participant is not allowed to overstay at city(ies) of a third country between the participant's home country and Japan for any reason other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

(ii) The departure tax, airport tax and security insurance fees, other taxes and actual costs of ticketing fees by travel agents indispensable to above (i) flight.

(2) Evidence Documents of Purchasing of Air Ticket

When purchasing air tickets, participants are requested to arrange an air ticket that meets the conditions in (1) (i) above, then obtain at least two quotations issued by travel agents or obtained via an Internet service for purchasing air tickets. The participants should then compare the two quotations at least and then purchase the cheaper airline ticket and submit the payment evidence documents in (i) to (iii) below.

Purchase Evidence Documents	Details	
(i) Evidence Documents confirming the amount quoted by more than one company at the time of ticket purchase.	-Estimates from at least two companies obtained by any of the methods a) to c) listed on the right must be submitted. -Quotations may be submitted by combining quotations obtained by more than one method, e.g., a) for one company and b) for one company.	a) Quotation issued by the travel agency. b) An email with the quoted price sent by the travel agency (copy) c) A screenshot of websites comparing the prices of two or more companies on the Internet. *The quotations in a) to c) above, (quotation) or a screenshot of a price comparison screen on the Internet shall contain the following information. (The conditions such as date of travel and seat classes (e.g., economy class) must be the same)
(ii) Receipt	-Receipts issued by travel agencies. -If purchased via the internet, a screenshot of the credit card authorization screen or a copy of the credit card statement is acceptable. -E-tickets with the word 'receipt' and statement of the actual purchase price are also acceptable).	
(iii) E ticket		

(3) Methods of Reimbursement

(i) Before coming to Japan.

Please submit above-mentioned quotations from at least two companies to AOTS for prior confirmation by the deadline of two weeks before arrival in Japan.

(ii) After arrival in Japan and during the training

AOTS will confirm the air ticket submitted by the participant and the above purchase evidence documents and calculate the actual JPY value of the airline ticket at the exchange rate on the date of issue. If the airline ticket does not meet the conditions in (1) (i) above or if any participant fails to submit the purchase evidence documents specified in (2) (i) to (iii) above, the **participant will not receive any subsidy towards his/her international travel expenses.**

9. VISA ACQUISITION PROCEDURES:

(1) Status of Residence:

The status required for your training in Japan is a “Trainee.”

(2) Visa Acquisition

A participant shall apply for and obtain a “Trainee” visa at a Japanese embassy or a 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. Please note that it is strongly recommended to apply well in advance as the application documents may be referred to the ministry in Japan, which can take time.

(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.

10. OVERSEAS TRAVEL INSURANCE COVERAGE:

AOTS provides participants with travel insurance from the time of departure from their home country until the time of return to their home country. The cover consists of medical expenses for medical treatment at a medical institution for injuries and illnesses, as well as liability and rescue costs. Please refer to “Overseas Travel Insurance Consent Form” and submit a signed agreement to confirm your agreement with the overseas travel insurance coverage when you apply for the training.

11. PLEDGE TO COMPLY WITH THE COVID-19 DISEASE CONTROL MEASURES

SPECIFIED BY AOTS:

When applying to participate in AOTS training, participants must pledge to ensure that they comply with the quarantine requirements set out by AOTS before and during their stay in Japan, that they will take the necessary measures to prevent COVID-19 infection during their stay in Japan, and that they will take the utmost care not to interfere with the training. The participant must pledge to take the necessary precautions to ensure that the training will not be disrupted. Participants must confirm the said pledge in the training application form and submit a signed agreement to confirm their consent at the time of application for training.

12. QUARANTINE MEASURES UPON ENTRY INTO JAPAN:

Quarantine measures upon entry into Japan are as follows.

<https://www.mhlw.go.jp/stf/covid-19/bordercontrol.html>

(1) If you have a valid vaccination certificate

Neither On-arrival Test nor isolation after entry is required.

In addition, a questionnaire must be filled out upon entry.

Please refer to the link below for information on vaccines that are considered valid.

Valid vaccination certificate: <https://www.mhlw.go.jp/content/000997373.pdf>

(2) In the absence of a valid vaccination certificate

Please take a test within 72 hours of departing from your country of residence and present a negative test certificate issued by a medical institution at the quarantine station upon entry into Japan.

In addition, a questionnaire must be filled out upon entry.

With a valid certificate of testing, neither On-arrival Test nor isolation after entry is required.

Please refer to the link below for information on valid certificate of testing.

Valid certificate of testing: <https://www.mhlw.go.jp/content/000825144.pdf>

* Fast Track (Recommended)

Fast Track is recommended to speed up the quarantine process.

Please use the Fast Track to determine if your vaccination and certificates of testing are valid.

Fast Track: <https://www.hco.mhlw.go.jp/en/>

13. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

AOTS handles personally identifiable information we have obtained from the applicant as follows:

(1) Administrator of Personally Identifiable Information: General Manager, General Affairs & Planning Department,

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

Group in charge: General Affairs and Personnel 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>

14. COLLABORATING ORGANIZATION:

THA ABK & AOTS Alumni Association (Thailand)

Ms. Chamaiporn Tantivong (Vice President) Ms. Chavipa Phongthanachote (Manager)	12A Fl., I.T.F. Silom Palace Bldg., 160/179-182 Silom Rd., Bangruak, Bangkok 10500	
	Tel:	66-2-238-5235~36/ Fax: 66-2-634-0265
	URL:	https://www.abk-aots.org/
	E-mail:	alumni@abk-aots.org

15. FURTHER INFORMATION:

AOTS (Japan)

Application from overseas countries:	30-1, Senju-azuma 1-chome, Adachi-ku Tokyo 120-8534, Japan	
Overseas Cooperation Group, Operations Management Department	Tel:	81-3-3888-8256
	Fax:	81-3-3888-8242
	E-mail:	shouhei-au@aots.jp

Application from host companies in Japan:	30-1, Senju-azuma 1-chome, Adachi-ku Tokyo 120-8534, Japan	
Training & Expert Dispatch Administration Group, Corporate Liaison Department	Tel:	81-3-3888-8221
	Fax:	81-3-3888-8428
	E-mail:	kigyo-inquiry-az@aots.jp

*For the contact address of the Overseas Collaborating Organizations, please contact Overseas Cooperation Group.

Application from overseas countries:	Amarin Tower 12F 496-502 Ploenchit Rd, Lumpini, Pathumwan, Bangkok 10330 Thailand	
Bangkok Office	Tel:	66-2-255-2370
	Fax:	66-2-255-2372
	E-mail:	information@aots.or.th

*The requirements written in this program outline are based on the Japanese Government's border measures as of 1 November 2022. The requirements may change due to changes in the Japanese Government's border measures and conditions for the termination of isolation.

PRE-TRAINING REPORT

**The Program on Family Business Management for Thailand
[THFB]**

Please fill in the following items **by using a personal computer or similar equipment** in English.

Handwriting should be avoided.

This document 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.**

1. Your name	
2. Name of your country	
3. Name of your company/ organization	
4. Outline of your company/ organization (Please give a brief description or outline of your company/organization. In addition, please also attach a brochure of your company/organization if available)	
5. A: Your position (preferably by attaching an organizational chart indicating your position) B: What is your relationship with the company founder and current company representative?	
6. Your duties in detail	

<p>7. Regarding the Family Business Management, what are the most critical problems you are now facing? Please indicate their causes from your viewpoint</p>	
<p>8. Possible measures to solve such problems together with limitation factors</p>	
<p>9. Your expectations of the program in relation to the described problems</p>	

Questionnaire on the Family Business

Please fill in the following items **by using a personal computer or similar equipment** in English.

Handwriting should be avoided.

This document will be used only as a reference material in the screening process of applicants. Therefore the applicant is requested to fill in all of the items clearly and concretely.

***This questionnaire will not be distributed to other participants.**

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

No.	Questions	Answers *Please answer in the below columns.
Q1.	What is the general impression of family business in Thailand? 1. Very good 2. Good 3. Neutral 4. Bad 5. Very Bad	A. <u>Your Answer:</u> _____ B. Please briefly explain why you think so.
Q2.	What is <u>YOUR</u> impression about family business? 1. Very good 2. Good 3. Neutral 4. Bad 5. Very Bad	A: <u>Your Answer:</u> _____ B: Please briefly explain why you think so.
Q3.	Please list down names of some leading family-owned companies in Thailand and their line of business.	A. Name of company: B. Business Line: <hr/> C. Name of company: D. Business Line: <hr/> E. Name of company: F. Business Line:
Q4.	Which is popular option of business succession in Thailand? 1. Transfer to the first-born children 2. Transfer to sons 3. Transfer to daughters 4. Choose based on talents and capabilities 5. Others	<u>Your Answer:</u> _____
Q5.	How many generations lie between you and the founder?	Your Answer: _____ <u>generations</u>
Q6.	What is your highest education level? 1. Junior High School (national or international) 2. High School (national or international) 3. Associate Degree (national or international) 4. Bachelor's degree (national or international)	<u>Your Answer:</u> _____

