

September 2016

Program Outline

&

Participation Requirements

of

The Program for Japanese Corporate Management

[PJCM]

- Learning from Spirits of Japanese Manufacturers -

15 – 28 February 2017

1. BACKGROUND OF THE PROGRAM:

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

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 Program for Japanese Corporate Management (PJCM) is one of our management training programs for all the developing countries. This program is designed for owners and directors in developing countries to learn Japanese companies' unique management methods and the basic way of thinking that underlies these methods. In particular, this is a training program to understand Japanese management methods and philosophies, with focus on the "GEMBA" (On-Site) work philosophy, and to improve the management capabilities of the participants, and at the same time, enable them to seek possibilities to apply it to their own countries to eventually build a Japanese-style hybrid management system that integrates Japanese management and the values of their own countries.

2. COUNTRY:

Please refer to [the List of Target Countries and Regions](#).

(<http://www.hidajapan.or.jp/jp/ikusei/files/taishokoku.pdf>)

NOTE: The general-purposed web page enlists China, which is not a target country of this program.

3. NUMBER OF PARTICIPANTS:

25 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, owners or directors in manufacturing companies. Owners and directors in the service sector and senior managers who are responsible for management may also be accepted.
- (2) Participants should be, in principle, between 25 and 60 years of age.
- (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 English.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in the developing countries and/or regions.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of HIDA management 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 have returned home from Japan.

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 25 November 2016**.

[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
- (7) Overseas Travel Insurance Consent 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 25 November 2016**.

[Screening Committee Meeting]

The application documents will be forwarded to the HIDA Screening Committee, which will meet on **12 January 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 25 November 2016, HIDA may postpone or cancel

this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objective of the program is to deepen participants' understanding of the management philosophy and way of thinking of Japanese companies that value the "GEMBA" (On-Site) work philosophy and to improve their practical management capabilities so they can utilize Japanese management methods in their own companies.

- KEY BENEFITS

- (1) Participants will be able to deepen their fundamental, not superficial, understanding of the core mind of Japanese management.
- (2) This program helps participants become aware of methods that can be and should be utilized in their own companies based on the examples of Japanese management.

[Course concept]

This program is shaped for the participants so they can consider the essence of Japanese management while experiencing it through exercises, observations of actual cases, and class discussions about the three spirits (company spirit, commercial spirit, and citizen spirit) that are held in high esteem in Japanese companies and thereby gain further understanding toward the heart of these spirits. By experiencing the main characteristics of Japanese management, which are an instruction style not to teach everything by words but by showing through actual work, and the meaning of Japanese-style human resource development methodology through 'teaching by not teaching,' the participants will awaken within themselves the possibilities and methods needed to integrate these characteristics into their own management. Additionally, this program is designed with the main focus on the spirits of manufacturers.

- DURATION

15 – 28 February, 2017 (2 weeks)

- CONTENTS

Based on the concept above, the participants will learn the following in this program.

- (1) The participants will understand the characteristics of Japanese management and the underlying mindset.
- (2) The participants will deepen their understanding of the philosophy and the implementation methods of corporate management that Japanese companies have successfully implemented such as 5S, Amoeba management and skill succession, etc.
The participants will also actually experience and deepen their understanding of the philosophy at the heart of the Japanese-style management mindset by touching the core through company visits, exercises and discussions.
- (3) The participants will summarize the action plan for how they will utilize what they have learned during the training program for the management of their corporations once returning to their home countries and present it on the last day.

* Amoeba management: A unique management methods created by Mr. Kazuo Inamori, the founder of Kyocera Corp. for the realization of his management philosophy. Presently this management method has been introduced not only to the companies he was involved with but to another 600 Japanese companies

as well.

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, and company visits will be conducted in English or Japanese with translation into English. In principle, the program documents and training materials will be prepared in English.

- PROGRAM DIRECTOR

Dr. Tadao Kagono
Special Visiting Professor, Konan University,
Professor Emeritus, Business School, Kobe University

After working as an assistant, lecturer, and assistant professor at the faculty of business administration in Kobe University, Dr. Kagono taught as a professor at the School of Business Administration at Kobe University from 1988, was Dean of the faculty and Graduate School of Business Administration at Kobe University from 1998, and a professor of the Graduate School of Business Administration at the University from 1999. Since 2011, he has been teaching as a special visiting professor at Konan University. He studied abroad at Harvard University, USA from 1979 to 1980. He has held prominent positions, such as an external auditor for NTN Corp., external auditor for Santen Pharmaceutical, external auditor for Sumitomo Rubber Industries, and external board member of Familiar Ltd. as well as the Chairman of the Academic Association for Organizational Science, the Vice Chairman of the Forum for Entrepreneurial Studies, the Commissioner of the Japan Academy of Business Administration, the Commissioner of the Japan Academic Society for Ventures and Entrepreneurs, and the Commissioner of the Japan Academy of Family Business. Dr. Kagono has written numerous books and papers and holds a PhD in Business Administration.

Major publications: “Environmental Adaptation of Management Organization” (1980), “Diversification Strategy of Japanese Companies” (Joint Authorship in 1981) - It was awarded Nikkei Economics Books Culture Award, “Management Comparison of Japanese and American Managements” (1983) – It was awarded Association of Organizational Science Award, “Organization Recognizing Theory” (1988), “Business System Strategy” (2004), “Mindset of Management” (2010), “Learning Management from Konosuke Matsushita” (2011) and “Whom for the Management” (2014).

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

Dr. Sone has been teaching as an Assistant Professor at Faculty of Policy Science, Shizuoka University of Art and Culture since 2015 after working as an Assistant Professor at Osaka University of Economics, a Visiting Researcher at Memorial University and an Assistant Professor at the Faculty of Business Administration at Tezukayama University. He is also active as Executive Director of Japan Academy of Family Business, Executive Secretary of Entrepreneur Research Forum and a member of Board of Directors of SMEUCE (Sustainability Management of e-Business and Ubiquitous Commerce Engineering). Dr. Sone holds a PhD in Business Administration.

Major publications: “Interdependence of Long-Standing Firms and Local Corporation” (Studies in Regional Science, No. 3, Vol. 40) - In 2010, it was awarded ‘The Japan Section of the Regional Science Association International Best Presentation Award’, “Emergence of Entrepreneurial Spirit in the Succession of Long-Established Firms” (No. 22, Venture Review) – In 2013, it was awarded ‘the Japan Academic Society for Ventures and Entrepreneurs, Excellent Thesis Award’, “Cultural Approach to Understanding the Long-Term Survival of Firms” (Vol. 57, Business History, Joint Authorship in 2015).

- TRAINING LOCATION AND ACCOMMODATION

HIDA Kansai Kenshu Center (KKC) <may change in consideration of various factors>

<http://www.hidajapan.or.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 for Japanese Corporate Management [PJCM]

15 - 28 February 2017

HIDA Kansai Kenshu Center<To Be Determined>

Date	Morning Session	Afternoon Session
14 Feb. (Tue.)	(Arrival in Japan)	
15 (Wed.)	Orientation/ Opening Ceremony	LECTURE: Spirit of Japanese management COMPANY VISIT: Spirit of Japanese management
16 (Thu.)	LECTURE: Management affected by the custom of cleaning	COMPANY VISIT: Corporate management affected by 3S activity
17 (Fri.)	DISTANCE LECTURE: Example of introducing 5S activity in an overseas company	LECTURE & EXERCISE: Making a plan to implement 5S in one's company
18 (Sat.)	Day Off	
19 (Sun)	Day Off	
20 (Mon.)	LECTURE: Features and Basic Concept of Amoeba Management	LECTURE: System of Amoeba Management
21 (Tue.)	COMPANY VISIT: Example of Amoeba Management	LECTURE: Review of Company Visit LECTURE: Skill succession and family business
22 (Wed)	COMPANY VISIT: Skill succession and family business	
23 (Thu.)	LECTURE: To practice hybrid type management	
24 (Fri.)	VISIT: Examples of Japanese style management mindset	LECTURE: Examples of Japanese style management mindset
25 (Sat.)	Day Off	
26 (Sun.)	Day Off	
27 (Mon.)	LECTURE: Networking strategy in Japanese companies	
28 (Tue.)	Final Report Presentation	Final Report Presentation/ Closing Ceremony
1 Mar (Wed.)	(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 Sundays is 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 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 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. 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 Estimates of the Participation Fee for the countries of Category 1* and for the countries in Category 2* are shown in Tables 1-1 and 1-2. Please refer to Table 3 "List of Target Countries and Regions" for the classification of category 1 and category 2.

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.

1. Allowance Cost

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. Participants from the countries in Category 2 do not have to pay the Contribution to Allowance Costs.

(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 ¥350,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥148,000.

3. Domestic Travel Allowance

- Expenses for a part of transportation fee between international airport in Japan and HIDA Kenshu Center
- HIDA will pay ¥1,780 in cash to a participant for the cost of travel between Kansai international Airport (Osaka) and HIDA Kansai Kenshu Center (KKC).

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 1-1] Estimate of the Fees and Costs [Category 1 Country]**Country: Thailand****International Travel Expenses: Bangkok - 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>224,030</u>	149,353	74,677
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	79,800		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 14 days =	123,900		
[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 15 days =	12,300		
2. Course Implementation Costs	<u>350,000</u>	202,000	148,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	<u>1,780</u>	1,780	
Total	<u>575,810</u>	<u>353,133</u>	<u>222,677</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 1-2] Estimate of the Fees and Costs [Category 2 Country]**Country: Bangladesh****International Travel Expenses: Dhaka - 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>243,630</u>	243,630	0
<Breakdown of Allowance Cost>	<Breakdown>	[3/3]	[None]
(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 14 days =	123,900		
[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 15 days =	12,300		
2. Course Implementation Costs	<u>350,000</u>	202,000	148,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	<u>1,780</u>	1,780	
Total	<u>595,410</u>	<u>447,410</u>	<u>148,000</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)

*Mark indicates the countries of category 2.

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
	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
*Mongolia	Ulan Bator	Tokyo	133,700	
		Osaka	120,200	
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
	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

Unit: Japanese Yen

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		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	
	Iran	Tehran	Tokyo/Osaka	133,000	
		Tabriz	Tokyo/Osaka	136,600	
	Jordan	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		

[Table 3] List of Target Countries and Regions

Trainees should be residing in the following countries/regions.

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

- The list above is in alphabetical order, with the generic name for the country being used.
- These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).
- The following countries and regions have already been excluded from the list of target countries and regions:
China (Hong Kong, Macau), Singapore, Brunei, United Arab Emirates, Qatar, Kuwait, Bahamas, Greece, Puerto Rico, French Guiana, Israel, Cyprus, Guadeloupe, Saint Pierre and Miquelon, Martinique, Réunion, Bermuda, Cayman Islands, Falkland Islands, Republic of Korea, Aruba, French Polynesia, Gibraltar, Netherlands Antilles, New Caledonia, Northern Mariana Islands, British Virgin Islands, Malta, Slovenia, Bahrain, Estonia, Slovakia, Czech, Hungary, Bulgaria, Poland, Latvia, Lithuania, Romania, Saudi Arabia, Barbados, Oman, Trinidad and Tobago, Croatia

*Developing Countries (Category 1): According to the DAC list of ODA recipients effective on 2014, 2015 and 2016 flows, these are developing countries and regions other than the “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 HIDA

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.**

9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

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.

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
	E-mail:	g-ukeire-ak@hidajapan.or.jp

OVERSEAS OFFICES

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
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3. New Delhi Office / (Representative) Mr. Akira Kuriyama Office No. 504, 5th Floor, International Trade Tower, Block-E, Nehru Place, New Delhi, 110019 TEL: 91-11-4105-4504 E-mail: info@hidajapan.in

4. Yangon Office / (Representative) Mr. Kenichiro Eguchi Room Unit 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 Program for Japanese Corporate Management - Learning from Spirits of Japanese Manufacturers - [PJCM]

Please fill in the following items by using a personal computer or similar equipment in English. Handwriting should be avoided. HIDA will duplicate and distribute it to lecturers and other participants as a reference material for the group discussion and the presentations to be held during the program.

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

(<http://www.hidajapan.or.jp/jp/ikusei/management/files/16pjcm-e.doc>)

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. Your position (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	

<p>7. Most critical managerial problems you are now facing, indicating their causes from your viewpoint</p>	
<p>8. Possible measures to solve such problems together with limitation factors</p>	
<p>9. Current condition of implementing 5S within your company</p>	<ol style="list-style-type: none"> 1. Implemented in the entire company 2. Partially implemented 3. Considering implementing 4. No plan to implement at this time
<p>10. Your expectations of the program in relation to the described problems</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. [] %
- Productivity will increase. [] %
- Product and service quality will improve. [] %
- Costs will be reduced. [] %
- 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 = 113 JPY

Question 6:

The HIDA training program costs about 5,600 USD per person to run the course. Do you think the HIDA training programs produce enough benefits to justify the expense (5,600 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 (5,600 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 [_____]

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