



The Association for Overseas Technical Cooperation and Sustainable Partnerships

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December 2017

ODA Program

**Program Outline
&
Participation Requirements
of
The Program on Japanese Corporate Management for MEXICO
[MECM]**

12 – 23 March 2018

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 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.

At the request of the 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 Program on Corporate Management for Mexico (MECM) is one of such management training programs, which is being organized in collaboration with HIDA-AOTS Alumni Societies of Mexico mainly designed for CEOs, senior executives and senior managers of companies in Mexico.

2. COUNTRY:

Mexico

3. NUMBER OF PARTICIPANTS:

30 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, senior managers, director-level senior executives or owners of a company
- (2) Participants should be 20 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, in principle, residing in Mexico.
- (6) Participants should not be students or armed forces personnel.
- (7) 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 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 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 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 sending company may be limited if there are more applicants than AOTS can accept.

5. APPLICATION PROCEDURE:

Individual applicants should ensure the delivery of the following application documents to the Management Training Administration Group of AOTS listed in Item 10, **no later than 19 January 2018.**

- (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
- (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 other than above listed, if necessary.

The formats are readily downloadable at our website.

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

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee, which will meet on 8 **February 2018**, for official approval of participation. Those who have successfully passed the screening process will be notified when they receive the invitation documents.

Notes: If the number of participants is less than 15 as of application deadline, AOTS may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objectives of the program are:

- (1) To learn basic principles and the way of being that can typically be observed in the management of Japanese companies.
- (2) To understand and acquire various management techniques for achieving company objectives.
- (3) To improve their attributes and capability as company top managements and be able to apply what they learn in the program to revitalize and develop their own companies.

- DURATION

12 – 23 March 2018 (2 weeks)

- CONTENTS

First Step

Participants will have an overview of comparison of the way for company management between Japan and Mexico. They will also gain their understanding about the roles and mindsets of the top management as well as management philosophy and vision.

Second Step

Participants will learn how to plan management strategy and marketing strategy in order to achieve company vision. They will also deepen their understanding of Organizational Development method that enhances potential and self-innovation power of the team by working on the motivation of members and the quality of relationship. They will also learn management accounting for strategic decision making.

Third Step

They will learn how to design an organization in order to flexibly fit to volatility of the management environment. They will examine constructing organization structure, decision making system, and business system, and make presentations on the final day.

*The curriculum consists of not only lectures, exercises and workshops to learn about the above subjects, but also many case studies through company visits.

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 Spanish or Japanese with translation into Spanish. In principle, the program documents and training materials will be prepared in Spanish.

- TRAINING LOCATION AND ACCOMMODATION

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

<http://www.aots.jp/en/center/about/kkc.html>

7-5, Asaka 1-chome, Sumiyoshi-ku, Osaka 558-0021, Japan

Tel: 81-6-6608-8260 (Reception)

Fax: 81-6-6690-2678

Please refer to item 7 for further information on accommodation.

**Tentative Schedule
of
The Program on Corporate Management for Mexico [MECM]**

12 – 23 March 2018

AOTS Kansai Kenshu Center (KKC) <To Be Determined>

Date	Morning Session	Afternoon Session
11 Mar. (Sun.)	(Arrival in Japan)	
12 (Mon.)	Orientation Opening Ceremony	LECTURE: Comparison of Company Management between Mexico and Japan
13 (Tue.)	LECTURE: Role and Mindset of Company Manager -Management Philosophy and Vision	COMPANY VISIT Case Study of Management Philosophy
14 (Wed.)	LECTURE/EXERCISE: Planning of Corporate Strategy and Marketing Strategy for achieving management vision	
15 (Thu.)	LECTURE: Revitalizing Organization and HRD through Organizational Development	
16 (Fri.)	COMPANY VISIT: Case study of Organizational Development	Discussion: How to utilize Organizational Development with own companies
17(Sat.)	Day off	
18(Sun)	Day off	
19 (Mon.)	STUDY TOUR	COMPANY VISIT: • Case Study of Management Philosophy and Management Vision • Case Study of Japanese SME
20 (Tue.)		COM PANY VISIT: • Case Study of Organizational Development • Creating Customer s through innovation
21 (Wed.)	LECTURE: Organization Design by Contingency Theory	
22 (Thu.)	LECTURE: Strategic Decision Making by Managerial Accounting	
23 (Tue.)	Final Report Presentation	Final Report Presentation Evaluation of the Program/Closing Ceremony
24(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):

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. 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 as shown in Table 2.

The Estimates 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 not set up.

(1) International Travel Expenses

- The subsidy from the Japanese government will cover the actual airfare up to the Standard Airfare Limits (the AOTS's Standard Airfare Limits for FY2017 is shown in Table 2.). International travel expenses are provided if an air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.
- Participants should purchase their own round-trip air tickets. Please refer to "Guidelines for Purchase of Air Tickets by the Participant" for the arrangement and the method of reimbursement for details.
- A participant is not allowed to overstay at city(ies) of a third country between participant home country and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

(2) Accommodation and Meal Allowance

At the AOTS Kenshu Center

- During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of ¥8,850 per day with meals

(lunch, dinner and breakfast), while the participant stays at an AOTS Kenshu Center.

- For the arrival day, AOTS will provide a participant with accommodation to the value of ¥8,030 per day with dinner and breakfast at an AOTS Kenshu Center.
- Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive ¥2,570 in cash per day for meals to cover the day of closure.

During the study tour

- When a study tour is implemented during the training program, a participant will be provided with accommodation to the value of ¥10,080 (the upper limit) per day, but the meal allowance (¥2,570 per day) will be paid in cash by AOTS.

(3) Personal Allowance

- AOTS will pay ¥1,020 per day in cash to a participant.

2. Course Implementation Costs

Course Implementation Costs, which is the cost to carry out a 2-week AOTS Management Training Program, is ¥355,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥142,000.

3. Domestic Travel Allowance

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

Contribution to AOTS's Administration Cost

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

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

[Table 1] 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>295,690</u>	197,126	98,564
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	160,600		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 10 days =	88,500		
[during the study tour]			
b. Meal Allowance			
@ 2,570 x 2 day(s) =	5,140		
c. Accommodation Allowance			
@ 10,080 x 2 day(s) =	20,160		
(3) Personal Allowance			
@ 1,020 x 13 days =	13,260		
2. Course Implementation Costs	<u>355,000</u>	213,000	142,000
3. Domestic Travel Allowance	<u>1,780</u>	1,780	
(Kansai Airport - TKC)			
Total	<u>652,470</u>	<u>411,906</u>	<u>240,564</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.

[Table 2] Standard Airfare Limits (FY2017)

Unit: Japanese Yen

Country	Place of Departure	Place of Arrival	Airfare Limit
Mexico	Mexico City	Osaka (Kansai)	160,600
	Monterrey	Osaka (Kansai)	183,800
	Guadalajara	Osaka (Kansai)	183,800
	Cancun	Osaka (Kansai)	184,800
	San Luis Potosi	Osaka (Kansai)	183,800
	Mazatlan	Osaka (Kansai)	183,800
	Morelia	Osaka (Kansai)	183,800

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

1. Arrival and Departure Dates:

Arriving in Japan on the day before the commencement of the program and departing on the day after the closing day of the program or the nearest days to be allowed by the flight schedule within two days before and/or after the program.

2. Method of Reimbursement:

During the training program in Japan, participants should present to AOTS their air tickets and submit official receipts of air ticket purchase for reimbursement. The sum of the following items (1) and (2) will be subsidized. In principle, an economy class air ticket purchased for a round-trip on the standard route according to the criteria of the International Air Transport Association (IATA) is defined as the standard airfare to be covered.

- (1) Actual round-trip airfare within the Standard Airfare Limits (the limits of AOTS's standard round-trip airfare amount) specified for the respective area (country).
- (2) The departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA subject to the submission of evidence.

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

3. Official Receipts:

AOTS will confirm the air ticket and official receipt and calculate the actual yen value of the air ticket with the exchange rate on the date of the ticket's issue.

- (1) AOTS can only accept the official receipts duly issued by the issuer in which a breakdown of the total airfare is explicitly described, such as airfare, tax (the departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA) and commission. It should also contain the name of the issuer's representative, address, telephone number and facsimile number.
- (2) Neither Invoice nor Calculation Sheet will be accepted as the receipt. However, an Invoice/Calculation Sheet using the letter-head of the air ticket issuer stating the word "Received" or "Paid" and including the signature of the air ticket issuer may be accepted.

*** If any participant fails to submit the official receipt duly issued by the relevant airline company or travel agent, the participant will not receive any subsidy towards his/her airfare and will be required to pay the full amount of the Participation Fee in cash to AOTS.**

Visa Acquisition Procedures:

1. **Status of Residence:**

The status required for your training in Japan is "Trainee."

2. **Visa Acquisition:**

A participant shall apply for and obtain a "Trainee" visa at a Japanese embassy or general consulate (hereinafter: diplomatic mission) with materials issued by AOTS such as a Guarantee Letter. It may be the case that the submitted materials are forwarded to the Consular Affairs Bureau (Tokyo) for checking.

3. **Notes:**

A bearer of a visa other than "Trainee" visa, e.g., a "temporary visitor" visa, a "multiple" visa, or an APEC business travel card (ABTC), or a citizen from a country/area participating in a visa waiver program with Japan must confirm with the local Japanese diplomatic mission prior to visa application if the existing visa is in accordance with the qualification of stay in Japan for the AOTS management training program.

9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

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

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

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

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

10. FURTHER INFORMATION:

11.

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

(President) Mr. Marcos Escobedo Castillo	Auriga No.8 Local 16 (Plaza Monarca) Col. Prado Churubusco C.P. 04230 México, D.F.	
(Secretary) Mr. Ivan Pech Escalante	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) Ms. Martha Flores	Aramberri 1231, Centro, Monterrey, Nuevo León 64000	
(Secretary) Mr. Rene Garcia	Tel:	52-81-8340-1450
	Fax:	52-81-8344-7414
	E-mail:	info@aotsmonterrey.com

12. FURTHER INFORMATION:

Training Administration Department of AOTS

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@aots.jp

PRE-TRAINING REPORT

- The Program on Corporate Management for Mexico -
[MECM]

Please fill in the following items by using a personal computer or similar equipment, or by handwriting in block letters 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.

1. Your name	
2. Name of your company/ organization	
3. Outline of your company/ organization (preferably by attaching a brochure of the company/organization)	
4. Your position and name of your department/division (preferably by attaching an organizational chart indicating your position)	
5. Your duties in detail	
6. Weakness and Strengths of your company/organization	(Weakness)
	(Strengths)

<p>7. Most critical managerial problems you are now facing, indicating their causes from your viewpoint</p>	
<p>8. Management Philosophy</p> <p>*The following questionnaire is not used as a criterion for the selection of participants but to better adjust the program to the participants' needs.</p>	<p>1) Does your company have a management philosophy? 1. Yes 2. No 3. Other (Please describe.)</p> <p>2) If "Yes", please describe this management philosophy.</p> <p>3) How is the management philosophy put into practice in your own work?</p> <p>4) Have you been educating your subordinates in this management philosophy? If yes, please describe in detail how you do this.</p>
<p>9. Management Strategy</p> <p>*The following questionnaire is not used as a criterion for the selection of participants but to better adjust the program to the participants' needs.</p>	<p>1) Does your company have a management strategy? 1. Yes 2. No 3. Other (Please describe.)</p> <p>2) If "Yes", please describe the management strategy.</p>
<p>10. Your expectations of the program</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 AOTS training in your company, how many managers and workers would receive the benefits of this during the year after the training? Please provide your rough estimate below.

 About _____ people

Question 4:

If you have ticked “Yes, I am” in the above Question 2, please answer the following question. When you use what is learned from the AOTS training, what benefits do you expect? Tick the following statement that applies to you (multiple answers allowed).

- A reduced load to the environment and energy saving will be realized.
- Technology development and product design and development will be possible in the home country.
- Production capacity will expand. [About _____] %
- Productivity will increase. [About _____] %
- Product and service quality will improve. [About _____] %
- Costs will be reduced. [About _____] %
- Market will be extended.

Others [_____]

Question 5:

Please provide the sales amounts of your company.

 Actual sales for the last fiscal year [_____] USD * 1 USD = 112 JPY

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

Question 6:

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

- Yes
- No

Question 7:

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