

July 2015

Program Outline

&

Participation Requirements

of

The Program on Production Management for

5S/Kaizen Facilitators in Latin America

[LAPM]

30 November - 11 December 2015

1. BACKGROUND OF THE PROGRAM:

The Overseas Human Resources and Industry Development Association (HIDA) is an organization for human resources development in developing countries to promote technical cooperation through training, experts dispatch and other programs.

Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations 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 178,000 individuals from 170 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2014 exceeded 196,000.

The Program on Production Management for 5S/Kaizen Facilitators in Latin America (LAPM) is one of such management training programs, which is being organized in collaboration with Federation of Latin American AOTS Alumni Societies (FELAAS). This program is designed to enhance the production management capability of middle to senior managers of manufacturing companies in Latin America, so that they can implement continuous improvement activities at production sites for overall productivity improvement.

2. COUNTRIES:

Anguilla, Antigua and Barbuda, Argentina, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Montserrat, Nicaragua, Panama, Paraguay, Peru, St. Kitts-Nevis, St. Lucia, St. Vincent and Grenadines, Suriname, Uruguay, Venezuela

3. NUMBER OF PARTICIPANTS:

23 participants

4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, middle to senior managers who are engaged in production management in manufacturing companies in Latin America. Owners and executives who are responsible for production management in SMEs, and staff and managers of public organizations and/or business associations who give guidance for production management may also be accepted.
- (2) Participants should be, in principle, between 25 and 60 years of age, with a year or more of business experience in production management.
- (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 Spanish.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in one of the above named countries in Latin America.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of HIDA management training programs (ODA-funded 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 the 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 through a HIDA/AOTS Alumni Society, directly to HIDA Japan, or a Japanese host company in Japan makes the application. Please see below for details.

5-1) Application from countries where AOTS Alumni Societies are located

Individual applicants should ensure the delivery of the following application documents to the Management Training Administration Group of HIDA, **no later than 18 September 2015 via a HIDA/AOTS Alumni Society located in their countries**, listed in Item 10-1, (HIDA will not accept any application documents directly sent from individual applicants). It is therefore recommendable to ask a **HIDA/AOTS Alumni Society** to confirm the deadline for bulk shipping of the materials collected from individual applicants, to Japan.

5-2) Application from countries where AOTS Alumni Societies are not located

Individual applicants should ensure the delivery of the following application documents to the Management Training Administration Group listed in Item 10-2, **no later than 18 September 2015**.

[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>

5-3) 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 10-3, **no later than 18 September 2015.**

[Screening Committee Meeting]

The application documents will be forwarded to the HIDA Screening Committee, which will meet on **22 October 2015**, 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 12 as of 18 September 2015, HIDA may postpone or cancel this program.

6. OUTLINE OF THE PROGRAM:

- OBJECTIVES

The objectives of the program are:

- (1) To deepen participants' understanding of the mindset behind Japanese manufacturing companies' *monozukuri**, and,

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

- (2) To understand practical management tools for improving productivity, and,

- (3) To enable participants to formulate viable plans to introduce continuous and company-wide improvement activities in their companies.

- DURATION

30 November - 11 December 2015 (2 weeks)

- CONTENTS

First Step

Participants will first examine the current situations of manufacturing industries and their mindset in Japan. Then, participants will overview excellent production management examples in Japanese manufacturing companies.

Second Step

Participants will study the Kaizen (improvement) activity methods used at production sites that are essential for productivity improvement, such as 5S and Visual Management, and will learn various practical management tools to use for productivity improvement through exercises. Then, participants will deepen their understanding of how those management tools are actually put into practice at production sites of Japanese companies through company visits.

Third Step

Based on the results of the lectures, observations during company visits and discussions, participants will analyze the problems that hinder productivity improvement at their respective companies. Then, they will summarize how they plan to introduce the mindset of Japanese *monozukuri* to their companies, as well as start and promote improvement activities at the organizational level. On the final day participants will

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

A typical daily schedule consists of a 3-hour morning session and a 3-hour afternoon session. Some evening sessions may also be organized after dinner.

Please refer to the Tentative Schedule.

-LANGUAGE

All lectures, discussions and company visits will be conducted in 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.hidajapan.or.jp/en/center/about/kkc.html>

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

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

**Tentative Schedule
of
The Program on Production Management for 5S/Kaizen Facilitators in Latin America [LAPM]**

30 November -11 December 2015 HIDA Kansai Kenshu Center (KKC) <To Be Determined>

Date	Morning Session	Afternoon Session
29 Nov. (Sun)	(Arrival in Japan)	
30 (Mon)	Orientation Opening Ceremony	LECTURE: The Current Situation of Manufacturing Industries in Japan and Their Competitiveness
1 Dec. (Tue)	LECTURE & EXERCISE: Productivity Improvement through Japanese Production Management Methods -Just In Time Production System, Jidoka (Automation) and Heijunka, Kanban System -3 Gen Principle (Genchi Genbutsu, Genjitsu), etc.	
2 (Wed)	LECTURE & EXERCISE: Productivity Improvement through 5S, Kaizen and Elimination of Waste (Muda)	LECTURE & EXERCISE: Effective Way to Implement 5S/Kaizen Activities -How to build the organization needed for implementing Kaizen activities, and motivating staff at production sites -Suggestion system, 5S award and its effects -Connection between success of Kaizen activities and top management, etc.
3 (Thu)	VISIT & EXERCISE: Productivity Improvement, 5S, KAIZEN Exercise in company	
4 (Fri)	LECTURE & EXERCISE: 5S, Kaizen Exercise -Points to introduce and implement successfully at production sites -Exercise of IE method	
5 (Sat)	Day off	
6 (Sun)	Day off	
7 (Mon)	STUDY TOUR	COMPANY VISIT: - Case Study of 5S & Visual Management at a Japanese Manufacturing Company
8 (Tue)		COMPANY VISIT: - Case Study of Productivity improvement and Kaizen Activities
9 (Wed)		COMPANY VISIT: - Case Study of Kaizen Activities through Productive Maintenance
10 (Thu)	LECTURE/EXERCISE: Productivity Improvement through Company-wide Activity of Equipment Maintenance and Productive Maintenance -Outline of equipment maintenance/productive maintenance involving all the staff/workers	
11 (Fri)	Final Report Presentation	Final Report Presentation Evaluation of the Program/Closing Ceremony
12 (Sat)	(Departure from Japan)	

Remarks: (1) The above schedule is subject to change due to the convenience of lecturers and cooperating companies, or for other unavoidable reasons.

(2) Several group discussion sessions may be arranged in the evening.

(3) Though Saturday and Sundays are days off in general, lectures may be scheduled if deemed necessary.

(4) Lecturers might include exercise or work shop

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 10-3 FURTHER INFORMATION (Application from host companies in Japan).

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 FY2015 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: Argentina****International Travel Expenses: Buenos Aires - 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>387,790</u>	258,526	129,264
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	<u>255,300</u>		
(2) Accommodation and Meal Allowances			
a. [at the HIDA Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	<u>8,030</u>		
@ 8,850 x 10 days =	<u>88,500</u>		
[during the study tour]			
b. Meal Allowance			
@ 2,570 x 2 day(s) =	<u>5,140</u>		
c. Accommodation Allowance			
@ 10,080 x 2 day(s) =	<u>20,160</u>		
(3) Personal Allowance			
@ 820 x 13 days =	<u>10,660</u>		
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>739,570</u>	<u>462,306</u>	<u>277,264</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: Haiti****International Travel Expenses: Port Au Prince - Kansai /Japan, Roundtrip
Management Training Course: 2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	355,190	355,190	0
<Breakdown of Allowance Cost>	<Breakdown>	[3/3]	[None]
(1) International Travel Expenses	222,700		
(2) Accommodation and Meal Allowances			
a. [at the HIDA 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			
@ 820 x 13 days =	10,660		
2. Course Implementation Costs	350,000	202,000	148,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	1,780	1,780	
Total	706,970	558,970	148,000

* 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 2015)

*Mark indicates the countries of category 2. Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit
Central and South America	Argentina	Buenos Aires	Tokyo/Osaka	255,300
	Uruguay	Montevideo	Tokyo/Osaka	222,700
	Ecuador	Quito	Tokyo/Osaka	277,800
	El Salvador	San Salvador	Tokyo/Osaka	285,600
	Guatemala	Guatemala City	Tokyo/Osaka	285,600
	Costa Rica	San Jose	Tokyo/Osaka	261,000
	Colombia	Bogota	Tokyo/Osaka	278,000
		Medellin	Tokyo/Osaka	278,000
	Jamaica	Kingston	Tokyo/Osaka	222,700
		Montego Bay	Tokyo/Osaka	222,700
	Chile	Santiago	Tokyo/Osaka	337,000
	Dominican Republic	Santo Domingo	Tokyo/Osaka	222,700
	Nicaragua	Managua	Tokyo/Osaka	285,600
	*Haiti	Port Au Prince	Tokyo/Osaka	222,700
	Panama	Panama City	Tokyo/Osaka	261,000
	Paraguay	Asuncion	Tokyo/Osaka	250,500
	Brazil	Sao Paulo	Tokyo/Osaka	425,300
	Venezuela	Caracas	Tokyo/Osaka	366,200
	Peru	Lima	Tokyo/Osaka	138,100
	Bolivia	La Paz	Tokyo/Osaka	227,200
	Honduras	Tegucigalpa	Tokyo/Osaka	285,600
	Mexico	Guadalajara	Tokyo/Osaka	194,600
		Mexico City	Tokyo/Osaka	170,000
Mazatlan		Tokyo/Osaka	194,600	
San Luis Potosi		Tokyo/Osaka	194,600	
Monterrey		Tokyo/Osaka	194,600	
Morelia		Tokyo/Osaka	194,600	
	Cancun	Tokyo/Osaka	195,700	

For Airfare Limits of countries not shown above, please refer to:
 Management Training Administration Group, Training Administration Department of HIDA,
 Tel: 81-3-3549-3051
 Fax: 81-3-3549-3055
 Email: shouhei@hidajapan.or.jp

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 Country (Category 2): This is the least developed country on the DAC list.

Guidelines for Purchase of Air Tickets by the Participant

1. Arrival and Departure Dates:

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

2. Method of Reimbursement:

During the training program in Japan, participants should present to HIDA their air tickets and submit official receipts of air ticket purchase for reimbursement. The sum of the following items (1) and (2) will be subsidized.

In principle, an economy class air ticket purchased for a round-trip on the standard route according to the criteria of the International Air Transport Association (IATA) is defined as the standard airfare to be covered.

(1) Actual round-trip airfare within the Standard Airfare Limits (the limits of HIDA's standard round-trip airfare amount) specified for the respective area (country).

(2) The departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA subject to the submission of evidence.

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

3. Official Receipts:

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

(1) HIDA can only accept the official receipts duly issued by the issuer in which a breakdown of the total airfare is explicitly described, such as airfare, tax (the departure tax, airport tax and other taxes indispensable to the usual flight route defined by IATA) and commission. It should also contain the name of the issuer's representative, address, telephone number and facsimile number.

(2) Neither Invoice nor Calculation Sheet will be accepted as the receipt. However, an Invoice/Calculation Sheet using the letter-head of the air ticket issuer stating the word "Received" or "Paid" and including the signature of the air ticket issuer may be accepted.

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

Visa Acquisition Procedures:

1. Status of Residence:

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

2. Visa Acquisition:

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

3. Notes:

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

9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

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

- (1) Administrator of Personally Identifiable Information: General Manager, General Affairs & Planning Department,
The Overseas Human Resources and Industry Development Association (HIDA)
Group in charge: General Affairs Group, General Affairs & Planning Department, HIDA
Tel: 81-3-3888-8211 E-mail: kojinjoho@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:

10-1) Application from countries where AOTS Alumni Societies are located

Association Argentina de Ex-becarios de la ABK y AOTS

(President) Dr. Olivia Ogawa (Vice President) Ing. Roberto Degiovannini	Libertad 836, Libertad Street, 2° floor, suite 38, (1012) - City of Buenos Aires
Tel:	54-11-4812-9747
Fax:	54-11-4816-0288
E-mail:	info@aotsargentina.org.ar

Ex-Becarios AOTS Bolivia-Japon

(President) Mr. Juan Luis Zuñiga B. (Secretary General) Mr. Alberto Valdivia	P.O.Box 5037, La Paz, Auqjisamana, Calles #1, La Paz
Tel:	591-22-796796
Fax:	591-22-772406
E-mail:	aotsboliviajapon@gmail.com

AOTS Alumni Sao Paulo

(President) Mr. Paulo Hirai (International Director) Mr. Jun Sakakura	Rua Lord Cockrane, 168 - Ipiranga - 04213-000 São Paulo - SP - Brasil
Tel:	55-11-9991-00555
Fax:	55-11-5575-7687
E-mail:	phirai@terra.com.br j.sakakura@aotssp.com.br aotssp@aotssp.com.br

AOTS Alumni do Rio de Janeiro-ARJ

(President) Mr. Marcelo Rodrigues Pereira (Secretary General) Mr. Thadeu do Couto	Rua Filgueiras Lima, 49/303 – Riachuelo CEP 20950-050 Rio de Janeiro RJ
Tel:	55-21-3278-2942
Fax:	55-21-3278-2942
E-mail:	marcelop@iff.fiocruz.br

The AOTS Alumni Society of Chile

(President) Mr. Jorge A. Oyarce Diaz	Av. Eliecer Parada 2262, Providencia Santiago
Tel:	56-2-4742592 (Mr. Oyarce's Residence), 56-2-4948805
Fax:	56-2-2258520
E-mail:	jod0306@gmail.com

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

Ex-Becarios AOTS Mexico-Japon A.C.

(President) Mr. Luis Ricardo Espinosa Garza	Aramberri 1231, Centro, Monterrey, Nuevo León 64000	
	Tel:	52-81-8340-1450
	Fax:	52-81-8344-7414
(Secretary) Mr. Victor Cavazos	E-mail:	info@aotsmonterrey.com

La Asociacion Alumni AOTS de Paraguay

(President) Mr. Oscar Ruiz	Humaitá Nr. 145, Edificio Planeta, Piso 9, Asunción	
(General Secretary) Ms. María José13 Cuevas	Tel:	595-971-335306 (President's Mobile)
	Fax:	595-21-493665
	E-mail:	oruizm@tigo.com.py

Kenshu Kiokay del Peru

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10-2) Application from countries where AOTS Alumni Societies are not located

Training Administration Department of HIDA

Management Training Administration Group	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan	
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	Fax:	81-3-3549-3055
	E-mail:	shouhei@hidajapan.or.jp

10-3) Application from host companies in Japan

Training Administration Department of HIDA

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

Pre-training Report
 - The Program on Production Management for 5S/Kaizen Facilitators in Latin America-
 [LAPM]

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.

(<http://www.hidajapan.or.jp/jp/ikusei/management/files/15lapm-e.doc>)

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

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

Name

Questionnaire

This questionnaire is not used as a criterion for the selection of participants but to adjust the program to the knowledge level of participants.

1. Level of Comprehension

Level a: You can explain what it is to others. Or you have applied it in your work.

Level b: You know what it is. Or you have learned it at college/university or by yourself.

Level c: You do not know it well. Or you have never heard of it.

Please check (x) as appropriate.

Item		a	b	c	Item		a	b	c
1	Just-in-time (JIT)				18	Production of many models in small quantities			
2	<i>Kanban</i> system				19	SMED (Single Minute Exchange of Die)			
3	Production leveling				20	Small-lot production			
4	Pull system				21	PM			
5	Takt time				22	Preventive maintenance			
6	Continuous flow processing				23	Maintenance Prevention			
7	Multi-process handling				24	<i>Karakuri Kaizen</i>			
8	Standardized Operation				25	7 major losses			
9	Standard in-process stock				26	Individual Improvement			
10	<i>JIDOKA</i> (Autonomation)				27	Autonomous maintenance			
11	5S				28	Planned maintenance			
12	Visual control				29	Quality maintenance			
13	<i>Poka yoke</i> (fool proof)				30	Mean Time Between Failures (MTBF)			
14	<i>Muda</i> (waste)				31	Mean Time To Repair (MTTR)			
15	Cycle time				32	Daily maintenance			
16	<i>Kaizen</i> (Continuous improvement)				33	Overall Equipment Efficiency (OEE)			
17	Liveliness index of transportation				34	Small Group Activities			

2. The Standard and Tools Your Company Has Adopted

Please check (x) as appropriate.

Techniques / Tools	Implemented with Japanese Consultant	Adopted	Not Adopted
5S			
ISO9000			
JIT			
TQM			
PM			

Question 3:

(For a representative)

If you have ticked “Yes, I am” in the above Question 2, please answer the following question. When you use what is learned from the HIDA training in your company, how many managers and workers would receive the benefits of this during the year after the training? Please provide your rough estimate below.

About _____ people

Question 4:

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

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

- Others [_____]

Question 5:

Please provide the sales amounts of your company.

Actual sales for the last fiscal year [_____] USD * 1 USD = 120 JPY

Estimated sales for this fiscal year [_____] USD * 1 USD = 120 JPY

Question 6:

The HIDA training program costs about 5,200 USD per person to run the course. Do you think the HIDA training programs produce enough benefits to justify the expense (5,200 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 (5,200 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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