

**October 2015**

**Program Outline**

**&**

**Participation Requirements**

**of**

**The Program on Business Innovation**

**- Through a Practical Workshop with a Japanese Company -**

**[PBI]**

**17 February – 1 March 2016**

## 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 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 Business Innovation (PBI) is the training program for directors and managers from any of the developing countries to go through the process necessary to create innovation practically. The curriculum of this program is designed for participants to have a simulated experience of creating innovation by working with a diversified team in practical sessions/workshops, together with Japanese company members. This program aims to give participants the self-awareness and the basic actions necessary to implement management reforms and to innovate their companies in order to develop corporate competitiveness after returning to their countries.

## 2. COUNTRY:

Please refer to [the List of Target Countries and Regions](http://www.hidajapan.or.jp/jp/ikusei/files/taishokoku.pdf).  
( <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:

22 participants

## 4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, directors, senior managers, or middle managers who are responsible for corporate strategy, development of new business or new products, production technology, and/or marketing, in manufacturing companies and companies in the service sector.
- (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 of English.  
(A high level of English knowledge is necessary in this training program. The ability to discuss subjects in English is given great importance in our screening process.)
- (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 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 returned home.

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 4 December 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>

### 5-2) 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 4 December 2015.**

#### **[Screening Committee Meeting]**

The application documents will be forwarded to the HIDA Screening Committee, which will meet on **7 January 2016**, 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 11 as of 4 December 2015, HIDA may postpone or cancel this program.

## 6. OUTLINE OF THE PROGRAM:

### - OBJECTIVES

The objective of the program is to deepen the participants' self-awareness by learning the process of problem finding, looking for problem solutions, business modeling, and its hypothesis verification through the workshop sessions with Japanese company members. Then, it aims to enable participants to implement the basic actions needed to innovate their companies after returning to their countries.

### - DURATION

17 February – 1 March, 2016 (2 weeks)

### - CONTENTS

- (1) Participants will deepen their understanding of global trends in innovation and the concept of innovation to create added value by grasping the customer's problems and solving such problems.
- (2) Participants will deepen their understanding of the process to create innovation by experiencing innovation practically through the following activities in combined teams with Japanese company members:
  - A) To seek and identify potential business opportunities (challenges) in participants' countries from various viewpoints
  - B) To seek solutions to such identified potential business challenges
  - C) To draw a potential business model as a hypothesis based on the identified challenges and their solutions
  - D) To test the hypothesis comprehensively to make the potential business model more effective
  - E) To make a presentation on the start-up business ideas that they came up with, with the Japanese company members through the joint exercises on the last day of the program.
- (3) Participants will observe and feel real start-up business ideas by attending a pitch contest hosted by "1776", a Washington D.C.-based incubation center, to which start-up companies in Asia makes presentations on their business idea.

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

Refer to the Tentative Schedule for further details.

### - LANGUAGE

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

### - PROGRAM DIRECTOR

Mr. Naohiro Nishiguchi  
Executive Managing Director,  
Japan Innovation Network

After starting his career at the Long-Term Credit Bank of Japan, he joined the World Bank Group. Then, he moved on to serve as a worldwide partner of Mercer Ltd., and an executive officer of Innovation Network Corporation of Japan, before assuming his current position. In 2011, he took the initiative in launching and operating the Frontier Personnel Research Committee of the Japanese Ministry of Economy, Trade and

Industry (METI). Then in July 2013, he joined the founding team of the Japan Innovation Network, which executes the Committee's suggestions. He has focused on overthrowing the dogma that innovations can't be created by a large company. Before becoming the executive fellow of “i. school” of the University of Tokyo, he held various committee positions with METI and the Ministry of Education, Culture, Sports, Science and Technology (MEXT). He had 8 years' business experience in the US. He graduated from the Faculty of Economics, Sophia University, and acquired an MBA from the Kellogg School of Management, Northwestern University.

He is the author of “Organizational Management for Successful M&A” and “Practical Work in the Due Diligence Process of Personnel Management.”

- TRAINING LOCATION AND ACCOMMODATION

**HIDA Tokyo Kenshu Center (TKC) <may change in consideration of various factors>**

<http://www.hidajapan.or.jp/en/center/about/tkc.html>

30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534, Japan

Tel: 81-3-3888-8231 (Reception) Fax: 81-3-3888-0763

**Tentative Schedule**  
**of**  
**The Program on Business Innovation (PBI)**  
 - Through a Practical Workshop with a Japanese Company -

17 February – 1 March 2016

HIDA Tokyo Kenshu Center (TKC) &lt;To Be Determined&gt;

Date	Morning Session (9 : 30 - 12 : 30)	Afternoon Session (13 : 30-16 : 30)
16 Feb. (Tue.)	(Arrival in Japan)	
17 (Wed.)	Orientation /Opening Ceremony	LECTURE: Definition of and Global Trends in Innovation
18 (Thu.)	LECTURE & EXERCISE: Workshop for Ideations with Design Thinking -Concept and method of design thinking -Guidance and preparation for session with Japanese company members	
19 (Fri.)	SESSION WITH JAPANESE COMPANY MEMBERS (EXERCISE) : Looking for Business Opportunities/Challenges in Participants' Countries -Examining problems/challenges that participants' countries face in the combined team with Japanese company members	
20 (Sat.) 21 (Sun.)	Days Off	
22 (Mon.)	SESSION WITH JAPANESE COMPANY MEMBERS (EXERCISE) : Looking for Solutions to Problems related to Business Opportunities/Challenges in Participants' Countries -Examining solutions to problems related to business opportunities/challenges in the combined team with Japanese company members	
23 (Tue.)	SESSION WITH JAPANESE COMPANY MEMBERS (EXERCISE) : Creation of a Potential Business Model -Making a hypothesis of the potential business model based on the identified business opportunities/challenges and their solution in the combined team with Japanese company members	
24 (Wed.)	SESSION WITH JAPANESE COMPANY MEMBERS (EXERCISE) : Testing the Potential Business Model Hypothesis -Testing the potential business model hypothesis drawn in the combined team with Japanese company members through interviewing activities outside the classroom, and the like -Improving the potential business model hypothesis after the result of the hypothesis testing	
25 (Thu.)	VISIT: Pitch Contest at which Start-Up Companies in Asia Make Presentations on Their Business Ideas	
26 (Fri.)	SESSION WITH JAPANESE COMPANY MEMBERS (EXERCISE) : Testing of the Potential Business Model Hypothesis (cont.) -Improving the potential business model hypothesis after the result of the hypothesis testing	
27 (Sat.) 28 (Sun.)	Days Off	
29 (Mon.)	LECTURE: Reviewing the Critical Points in Making a Start-Up Business Model Presentation	Preparation for Final Report Presentation
1 Mar. (Tue.)	Final Report Presentation	Final Report Presentation / Closing Ceremony
2 (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 Saturdays and Sundays are days off in general, lectures may be scheduled if deemed necessary.
- (4) “Sessions with Japanese company members” will be held not in the HIDA Training Center but in the company’s office, with which HIDA will implement sessions. (The company working together with us is now in the process of scheduling.)

## 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 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.

## **(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 ¥5,260 in cash to a participant for the cost of travel between Narita international Airport (Tokyo) and HIDA Tokyo Kenshu Center (TKC).

### **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 - Narita /Japan, Roundtrip****Management Training Course: 2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs	<u>234,230</u>	156,153	78,077
<Breakdown of Allowance Cost>	<Breakdown>	[2/3]	[1/3]
(1) International Travel Expenses	90,000		
(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	<u>5,260</u>	5,260	
(Narita Airport - TKC)			
Total	<u>589,490</u>	<u>363,413</u>	<u>226,077</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 - Narita /Japan, Roundtrip****Management Training Course: 2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	ODA Subsidy	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<u>266,930</u> <Breakdown>	266,930 [3/3]	0 [None]
(1) International Travel Expenses	122,700		
(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 = [during the study tour]	123,900		
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 (Narita Airport - TKC)	<u>5,260</u>	5,260	
<b>Total</b>	<u><u>622,190</u></u>	<u><u>474,190</u></u>	<u><u>148,000</u></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 2015)

\*Mark indicates the countries of category 2.

Unit: Japanese Yen

Area	Country	Place of Departure	Place of Arrival	Airfare Limit	
South East Asia	Indonesia	Jakarta	Tokyo/Osaka	133,400	
		Manado	Tokyo/Osaka	112,200	
		Surabaya	Tokyo/Osaka	134,200	
		Medan	Tokyo/Osaka	115,200	
	*Cambodia	Phnom Penh	Tokyo/Osaka	147,000	
	Singapore	Singapore	Tokyo/Osaka	82,100	
	Thailand	Bangkok	Tokyo/Osaka	90,000	
		Chiang Mai	Tokyo/Osaka	143,000	
	Philippines	Cebu	Tokyo	66,800	
			Osaka	64,400	
		Manila	Tokyo	64,900	
			Osaka	62,500	
	Davao	Tokyo	75,500		
		Osaka	73,100		
	Vietnam	Ho Chi Minh City	Tokyo	82,600	
			Osaka	96,500	
		Hanoi	Tokyo	127,200	
			Osaka	127,200	
	Da Nang	Tokyo/Osaka	130,800		
	Malaysia	Kuala Lumpur	Tokyo/Osaka	70,800	
			Tokyo	138,100	
		Kota Kinabalu	Osaka	138,100	
			Tokyo	138,100	
Penang	Osaka	138,100			
	Tokyo	138,100			
*Myanmar	Yangon	Tokyo/Osaka	141,400		
*Laos	Vientiane	Tokyo/Osaka	119,800		
Northeast Asia	Mongolia	Ulan Bator	Tokyo	164,600	
		Osaka	147,600		
Middle Asia	*Afghanistan	Kabul	Tokyo/Osaka	450,000	
	Uzbekistan	Tashkent	Tokyo	239,900	
		Osaka	237,900		
	Kazakhstan	Almaty	Tokyo	212,200	
Osaka		196,900			
South Asia	India	Calcutta	Tokyo/Osaka	143,000	
		Cochin	Tokyo/Osaka	112,300	
		Chennai	Tokyo/Osaka	102,700	
		Thiruvananthapuram	Tokyo/Osaka	112,500	
		Bengaluru	Tokyo/Osaka	108,700	
		Delhi	Tokyo/Osaka	91,700	
		Hyderabad	Tokyo/Osaka	107,500	
		Mumbai	Tokyo/Osaka	128,400	
		Ahmedabad	Tokyo/Osaka	139,400	
		Coimbatore	Tokyo/Osaka	110,600	
		Pune	Tokyo/Osaka	132,700	
		Sri Lanka	Colombo	Tokyo	77,100
			Osaka	77,100	
	*Nepal	Kathmandu	Tokyo/Osaka	154,600	
	Pakistan	Karachi	Tokyo	99,900	
			Osaka	95,100	
		Lahore	Tokyo	99,900	
			Osaka	95,100	
		Islamabad	Tokyo	99,900	
	Osaka	95,100			
	*Bangladesh	Dhaka	Tokyo	122,700	
			Osaka	112,300	
		Chittagong	Tokyo	124,300	
Osaka	113,900				
Maldives	Male	Tokyo/Osaka	282,000		
Oceania	*Samoa	Apia	Tokyo/Osaka	128,500	
	*Vanuatu	Port Vila	Tokyo/Osaka	198,500	
	Papua New Guinea	Port Moresby	Tokyo/Osaka	249,600	
	Fiji	Nadi	Tokyo/Osaka	126,500	
Middle East	Azerbaijan	Baku	Tokyo/Osaka	334,900	
	Yemen	Sanaa	Tokyo/Osaka	196,800	
		Tehran	Tokyo/Osaka	210,400	
	Iran	Tabriz	Tokyo/Osaka	213,700	
	Jordan	Amman	Tokyo/Osaka	255,000	
	Syria	Damascus	Tokyo/Osaka	73,200	
Lebanon	Beirut	Tokyo/Osaka	345,200		

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	
	Africa	Algeria	Algiers	Tokyo/Osaka
*Uganda		Entebbe	Tokyo/Osaka	145,300
Egypt		Cairo	Tokyo/Osaka	106,600
		Alexandria	Tokyo/Osaka	93,500
*Ethiopia		Addis Ababa	Tokyo/Osaka	224,200
Ghana		Accra	Tokyo/Osaka	293,200
Cameroon		Douala	Tokyo/Osaka	308,600
		Yaounde	Tokyo/Osaka	310,900
Kenya		Nairobi	Tokyo/Osaka	290,700
*Zambia		Lusaka	Tokyo/Osaka	368,200
		Ndola	Tokyo/Osaka	373,500
Zimbabwe		Harare	Tokyo/Osaka	200,900
*Sudan		Khartoum	Tokyo/Osaka	204,100
Seychelles		Mahe Island	Tokyo/Osaka	140,700
*Senegal		Dakar	Tokyo/Osaka	330,700
*Tanzania		Dar Es Salaam	Tokyo/Osaka	184,600
Tunisia		Tunis	Tokyo/Osaka	143,100
Nigeria		Lagos	Tokyo/Osaka	207,200
Namibia		Windhoek	Tokyo/Osaka	176,000
Botswana		Gaborone	Tokyo/Osaka	148,000
*Madagascar		Antananarivo	Tokyo/Osaka	254,300
*Mozambique		Maputo	Tokyo/Osaka	171,800
Mauritius		Mauritius	Tokyo/Osaka	172,000
*Mauritania	Nouakchott	Tokyo/Osaka	246,200	
Morocco	Casablanca	Tokyo/Osaka	160,100	
South Africa	Johannesburg	Tokyo/Osaka	133,900	
*Malawi	Lilongwe	Tokyo/Osaka	262,800	
Libya	Tripoli	Tokyo/Osaka	87,100	
Europe	Ukraine	Kiev	Tokyo/Osaka	89,800
	Serbia	Belgrade	Tokyo/Osaka	183,000
	Montenegro	Podgorica	Tokyo/Osaka	183,900
	Turkey	Istanbul	Tokyo/Osaka	161,000
		Antalya	Tokyo/Osaka	170,100
	Izmir	Tokyo/Osaka	167,900	
	Macedonia	Skopje	Tokyo/Osaka	134,600
Bulgaria	Sofia	Tokyo/Osaka	144,600	

**[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***

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](mailto: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:

**Training Administration Department of HIDA**

<b>Application from overseas countries:</b>	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan	
Management Training Administration Group	Tel:	81-3-3549-3051
	Fax:	81-3-3549-3055
	E-mail:	<a href="mailto:shouhei@hidajapan.or.jp">shouhei@hidajapan.or.jp</a>

<b>Application from host companies in Japan:</b>	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan	
Training Administration Group	Tel:	81-3-3549-3051
	Fax:	81-3-3549-3055

**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: <a href="mailto:training@hidabkk.com">training@hidabkk.com</a>

2. Jakarta Office /
(Representative) Mr. Takuya Shimura
3A Floor, Graha Mandiri,
Jl. Imam Bonjol No. 61, Jakarta 10310
TEL: 62-21-230-1820~1
FAX: 62-21-230-1831
E-mail: <a href="mailto:hidajkt@hidajapan.or.id">hidajkt@hidajapan.or.id</a>

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: <a href="mailto:info@hidajapan.in">info@hidajapan.in</a>

**PRE-TRAINING REPORT**

The Program on Business Innovation

- Through a Practical Workshop with a Japanese Company -  
[PBI]

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/15pbi-e.doc>)

1. Your name	
2. Your country	
3. Name of your company/ organization	
4. Outline of your company/ organization  (preferably by attaching a brochure of the company / organization)	
5. Your position  (preferably by attaching an organizational chart indicating your position)	
6. Your duties in detail	
7. What are your expectations of this training program?	

<p>8. Why do you think innovation is important for your company?</p>	
<p>9. Does your company have any initiatives in relation to innovation? If yes, what?</p>	
<p>10. What kind of Japanese companies are you interested in collaborating with? And why?</p>	<p>(This question is not for promising that you can see these products or companies during your stay in Japan, but for understanding your fields of interest.)</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. [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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