



Knowledge Co-Creation Program (Group & Region Focus)

GENERAL INFORMATION ON

**Practical Corporate Management for Productivity Improvement
through Practical KAIZEN and Quality Control Methods**

課題別研修「生産性向上のための実践的経営管理」

JFY 2015

NO. J1504208 / ID.1584633

Course Period in Japan : From January 17, 2016 to March 4, 2016

This information pertains to one of the JICA Knowledge Co-Creation Program (Group & Region Focus) of the Japan International Cooperation Agency (JICA), which shall be implemented as part of the Official Development Assistance of the Government of Japan based on bilateral agreement between both Governments.

‘JICA Knowledge Co-Creation (KCC) Program’ as a New Start

In the Development Cooperation Charter which is released from the Japanese Cabinet on February 2015, it is clearly pointed out that *“In its development cooperation, Japan has maintained the spirit of jointly creating things that suit partner countries while respecting ownership, intentions and intrinsic characteristics of the country concerned based on a field-oriented approach through dialogue and collaboration. It has also maintained the approach of building reciprocal relationships with developing countries in which both sides learn from each other and grow and develop together.”* We believe that this ‘Knowledge Co-Creation Program’ will serve as a center of mutual learning process.

I. Concept

Background

In the developing countries, various efforts have been made to improve the productivity, such as the implementation of industrial policies, technical innovation and the introduction of new management techniques. However, in order to implement those policies and maintain them effectively, it is essential to develop human resources with “Productivity Mind” in the enterprise level, industry level and also in the country level.

The experiences of Japan in the past fifty years suggest how the development and effective application of productivity management concepts and techniques have played a crucial role in the overall development of economy and welfare in Japan. In particular, these concepts and techniques about Company-Wide Productivity Improvement (which is based on the participation among top managers, middle managers and employees), and Integrated Productivity Improvement (which is implemented by evaluating every management issues as the parts of business management and leading to improvement of management) are suggesting some practical ideas that the developing countries can adapt.

For what?

This program aims to improve capacity of the corporate management techniques (**KAIZEN management techniques**) of consultant/adviser who work at public or private organizations to promote/implement production management or productivity improvement activity **in manufacturing industries or enterprises**. After finishing this training course, participants are expected to improve the productivity of industries, in particular of small and medium enterprises in respective countries by applying the corporate management techniques that they learn in this course.

For whom?

This program is offered to the consultants or advisers who work at public or private organizations to promote/implement production management or productivity improvement activity **in manufacturing industries or enterprises** which are especially small and medium enterprises.

How?

During the course, the participants will obtain the necessary knowledge and techniques for productivity leaders through lectures, study visits and in-plant practices. Moreover, we will focus especially on practical ability improvement, such as in-depth understanding of productivity improvement techniques, and how to write KAIZEN (improvement) proposals.

II. Description

1. Title (J-No.):

Practical Corporate Management for Productivity Improvement through Practical KAIZEN and Quality Control Methods (J1504208)

2. Course Period in Japan

January 17, 2016 to March 4, 2016

3. Target Regions or Countries

Indonesia, Cambodia, Timor-Leste, Myanmar, Mexico, Nicaragua, Brazil, Egypt, Morocco, Sudan, Tunisia, Ethiopia, Senegal

4. Eligible / Target Organization

Public or private organizations to promote/implement production management or productivity improvement activity in manufacturing industries or enterprises

5. Course Capacity (Upper limit of Participants)

13 participants

6. Language to be used in this program

English

7. Course Objective:

Corporate management techniques of consultant/adviser at organizations which are in charge of productivity improvement for enterprises are improved.

8. Overall Goal

The productivity improvement activity is done in the industries/enterprises where the training participants advise on after returning from Japan, and the productivity of those industries/enterprises is improved.

9. Expected Module Output and Contents:

This program consists of the following components. Details on each component are given below:

| (1) Preliminary Phase in a participant's home country <i>Participating organizations (or Selected participants) make required preparation for the Training and Dialogue Program in the respective country.</i> | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Expected Module Output | Activities |
| Preliminary Survey of Model Enterprise(s) | <ul style="list-style-type: none">▪ Select at least one enterprise in your country where you can implement consultation service after returning from Japan. It is desired to select a small or medium scaled enterprise in manufacturing sector.▪ Visit the enterprise and carry out preliminary survey, and summarize the result of the survey, using the attached |

| | |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>Preliminary survey sheet in accordance with the instruction described in ANNEX II.</p> <ul style="list-style-type: none"> All participants will be requested to make presentation based on the Inception Report (ANNEX I) and Preliminary survey sheet during the program in Japan. |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| (2) Core Phase in Japan (January 17 to March 4, 2016) <i>Participants dispatched by the organizations attend the Program implemented in Japan.</i> | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| Expected Module Output | Subjects/Agendas | Methodology |
| 1) to master the corporate management techniques for productivity improvement. | <ul style="list-style-type: none"> Japan's productivity movement Role and skill of management consulting Financial analysis Japan's human resource management Basic production management system and lean production system Basic marketing skill Productivity Improvement method and study | Lecture/ Onsite Visits |
| 2) to utilize the mastered corporate management techniques in the onsite practice and make a suggestion for improving productivity of the model enterprise. | Collect & analysis data and information of productivity in model manufacturing enterprise | Practical exercise in model manufacturing enterprise (2 Weeks) |
| | Creating suggestion for improving productivity of model manufacturing enterprises. | Presentation/ Discussion |
| 3) to make respective action plans on how to provide consultation services to the companies in their own countries. | <Creating Action Plans> Discussions between instructors and participants as to how the knowledge gained in this training can be utilized to improve the overall management of business in the participants' own countries, with each participant creating action plan | Presentation/ Discussion |

(3)Finalization Phase in a participant's home country
 Participants produce final outputs by making use of results brought back. This phase marks the end of the Program.

| Expected Module Output | Subjects/Agendas | Methodology |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| <p>4) to implement consultation services to the model enterprise that they selected before coming to Japan in accordance with their Action Plans.</p> | <ul style="list-style-type: none"> • After finishing the program in Japan, participants are expected to implement consultation services to the model enterprise that they selected before coming to Japan in accordance with their Action Plans. • It is also expected for the participants to implement consultation services not only for the model enterprise but also for other companies in respective countries by utilizing the corporate management techniques that they learn in this course. • The participants are required to submit a Final Report 3 months later due on June 3. | |

<Training Concept of the Course >

(1) Preliminary Phase in a participant's home country

Participating organizations (or selected participants) make required preparation, including implementing preliminary survey & making Inception Report, in the home country.



(2) Core phase in Japan

This phase will enable participants to acquire knowledge, broaden their experience and information and foster their practical abilities through lectures, exercise, company visits and In-Plant Practice at a factory.

Figure: Training Program Chart

| Target Training Level | (1) To Manager and Department Head | (2) To Middle Management |
|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Necessary Capabilities | | |
| A Ability to explain logical foundations on productivity improvement | <ul style="list-style-type: none"> - Introduction to general economic management methods, with descriptions of and practice in the various theories - History and state of development of the Japanese economy and Japanese-style management - Concepts and principles of productivity with an introduction to Japan's experiences | |
| B Ability to explain overall corporate management functions, which are related to productivity improvement | Guiding management analysis/planning methods in the following categories | Guiding practical techniques for the workplace in the following categories |
| | <ul style="list-style-type: none"> - Planning and breakdown of management strategies - Cost control/financial analyses - Human resource management/cultivating human resources/objectives management systems/managing motivation - Marketing/materials procurement - Productivity and quality improvement methods ("5 S", Industrial Engineering methods, QC, tools, TPM, production innovation system) | |
| C Ability to promote productivity improvement activities at factory worksite, based on Japanese approaches | <ul style="list-style-type: none"> - Improving productivity and quality through practical methods utilized in Japan <p>Especially, through exercises/In-Plant Practice, the participants will be able to guide them for implementing the following:</p> <ol style="list-style-type: none"> <u>1. Management based on the actual data scientifically taken at the worksite</u> <u>2. Problem solving by analyzing the data effectively and finding the solutions in the teamwork</u> | |
| D Knowledge of Business Development Services (BDS) to support systems for enterprise activities | <ul style="list-style-type: none"> - Implementing proposals for the application of corporate support systems and drawing up proposal systems | |



(3) Finalization Phase in a participant's home country

According to the Action Plan made in the last stage of "(2) Core Phase in Japan", participants implement practical activities for productivity improvement, by making use of the results of the training program.

III. Conditions and Procedures for Application

1. Expectations for the Participating Organizations:

- (1) This program is designed primarily for organizations that intend to address specific issues or problems identified in their operation. Participating organizations are expected to use the project for those specific purposes.
- (2) This program is enriched with contents and facilitation schemes specially developed in collaboration with relevant prominent organizations in Japan. These special features enable the project to meet specific requirements of applying organizations and effectively facilitate them toward solutions for the issues and problems.

2. Nominee Qualifications:

Applying Organizations are expected to select nominees who meet the following qualifications.

<Essential Qualifications>

(1) Current Duties:

Consultants or advisers who are in the position to promote/implement business management or productivity improvement activity of **manufacturing industries or enterprises** which are especially small and medium enterprises (Those who are in the position of leadership to develop human resource in the target organization are much preferable).

(2) Experience in the relevant field:

- Have sufficient level of leadership to consult enterprises in their own country on practical corporate management or productivity improvement through production administration.
- Have sufficient practical knowledge and ideas on:
 - a. overall business management
 - b. improvement of plant-level productivity
 - c. production management techniques and their application methods
 - d. promotion of SMEs activity

(3) Educational Background:

be graduated university/commercial-college or those who possess equivalent academic background.

(4) Language :

have a competent command of spoken and written English which is equal to **TOEFL IBT 65-80 (CBT 180-213, PBT 510-550) or more**.

(5) Health:

must be in good health, both physically and mentally, to participate in the Program in Japan.

(6) Others: Must not be serving any form of military service.

<Recommendable Qualifications>

- 1) Expectations for the Participants: be active in participating in cross-cultural activities which aims to supplement understanding of typical Japanese traditions and customs, as tourism has a cross-cultural nature
- 2) Age: be between the ages of 30 and 45 years

3. Required Documents for Application

(1) Application Form: The Application Form is available at the respective country's JICA office or the Embassy of Japan.

***Pregnancy**

Pregnant participants are strictly requested to attach the following documents in order to minimize the risk for their health.

- ① letter of the participant's consent to bear economic and physical risks
- ② letter of consent from the participant's supervisor
- ③ doctor's letter with permission of her training participation.

Please ask JICA Staff for the details.

(2) Photocopy of passport: to be submitted with the application form, if you possess your passport which you will carry when entering Japan for this program. If not, you are requested to submit its photocopy as soon as you obtain it.

*Photocopy should include the followings:

Name, Date of birth, Nationality, Sex, Passport number and Expire date.

(3) Nominee's English Score Sheet: to be submitted with the application form. If you have any official documentation of English ability (e.g., TOEFL, TOEIC, IELTS), please attach it (or a copy) to the application form, if possible.

(4) Inception Report: to be submitted with the application form. Inception Report (**Annex I**) will be reviewed for the screening of applicants and serves as the training materials for those who are informed of acceptance for participation in this training course. An application without complete Inception Report will not be considered as duly qualified.

4. Document(s) to be submitted by accepted participants:

The selected applicants are requested to implement the preliminary survey at model companies in accordance with the instructions described in **ANNEX II**, and submit Preliminary survey sheet to JICA Office **on arrival in Japan**.

5. Procedure for Application and Selection:

(1) Submitting the Application Documents:

Closing date for application to the JICA Center in JAPAN: **November 10, 2015**

Note: Please confirm the closing date set by the respective country's JICA office or Embassy of Japan of your country to meet the final date in Japan.

(2) Selection:

After receiving the document(s) through due administrative procedures in the respective government, the respective country's JICA office (or Japanese Embassy) shall conduct screenings, and send the documents to the JICA Center in charge in Japan, which organizes this project. Selection shall be made by the JICA Center in consultation with the organizations concerned in Japan based on submitted documents according to qualifications. *The organization (**manufacturing industries or enterprises**) with intention to utilize the opportunity of this program will be highly valued in the selection.*

(3) Notice of Acceptance

Notification of results shall be made by the respective country's JICA office (or Embassy of Japan) to the respective Government by **not later than December 10, 2015**.

6. Conditions for Attendance:

- (1) to strictly adhere to the program schedule.
- (2) not to change the program topics.
- (3) not to extend the period of stay in Japan.
- (4) not to be accompanied by family members during the program.
- (5) to return to home countries at the end of the program in accordance with the travel schedule designated by JICA.
- (6) to refrain from engaging in any political activities, or any form of employment for profit or gain.
- (7) to observe Japanese laws and ordinances. If there is any violation of said laws and ordinances, participants may be required to return part or all of the training expenditure depending on the severity of said violation.
- (8) to observe the rules and regulations of the accommodation and not to change the accommodation designated by JICA.

IV. Administrative Arrangements

1. Organizer:

(1) Name: JICA Tokyo International Center (JICA Tokyo, TIC)

(2) Email: tictip@jica.go.jp

2. Implementing Partner:

(1) Name: Japan Productivity Center

(2) URL: <http://www.jpc-net.jp/eng/index.html>

(3) Remark:

Japan Productivity Center (JPC) is a non-profit organization and non-governmental organization established in April 1994 through the merging of JPC and the Social and Economic Congress of Japan (SECJ).

JPC was established in 1955 by the Cabinet meeting to enhance the economic development of postwar Japan through the productivity movement. Since then, JPC continued to play a major role in promoting productivity in Japan's industrial society and in improving the quality of people's lives.

SECJ was founded in 1973 with the objective of realizing a welfare society. It endeavored to develop a national consensus by addressing and presenting proposals for issues of national interest, such as welfare, energy, and the environment.

The wealth of accomplishments achieved by these two organizations formed the foundation of the JPC. Aiming to realize a more stable and prosperous society, the new organization succeeded its parent organizations in forming policy proposals based on concrete studies and achieving national consensus. JPC also actively supports industries and public sector organizations in such areas as management innovation, modernization of labor-management relations, and human resources development.

3. Travel to Japan

(1) Air Ticket: The cost of a round-trip ticket between an international airport designated by JICA and Japan will be borne by JICA.

(2) Travel Insurance: Term of Insurance: From arrival to departure in Japan. The traveling time outside Japan shall not be covered.

4. Accommodation in Japan:

JICA will arrange the following accommodations for the participants in Japan:

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| JICA Tokyo International Center (JICA TOKYO) Address: 2-49-5 Nishihara, Shibuya-ku, Tokyo 151-0066, Japan TEL: 81-3-3485-7051 FAX: 81-3-3485-7904 (where "81" is the country code for Japan, and "3" is the local area code) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

If there is no vacancy at JICA TOKYO, JICA will arrange alternative accommodations for the participants. Please refer to facility guide of TIC at its URL,

<http://www.jica.go.jp/english/contact/domestic/pdf/welcome.pdf>

5. Expenses:

The following expenses will be provided for the participants by JICA:

- (1) Allowances for accommodation, living expenses, outfit, and shipping
 - (2) Expenses for study tours (basically in the form of train tickets.)
 - (3) Free medical care for participants who become ill after arriving in Japan (costs related to pre-existing illness, pregnancy, or dental treatment are not included)
 - (4) Expenses for program implementation, including materials
- For more details, please see “III. ALLOWANCES” of the brochure for participants titled “KENSU-IN GUIDE BOOK,” which will be given before departure for Japan.

6. Pre-departure Orientation:

A pre-departure orientation will be held at the respective country’s JICA office (or Japanese Embassy), to provide participants with details on travel to Japan, conditions of the workshop, and other matters.

V. Other Information

1. Due to the limited availability of the personal computers in JICA, participants are advised to **bring your own personal computer** if possible, in order to prepare presentation and develop an action plan. If you cannot bring your own PC, please inform JICA Tokyo **by January 4, 2016.**
2. If you have a check on medical history of your application form, please write on detail about your condition and submit a certificate which your own doctor writes clearly you have no any obstacles to participate in.
3. **Belongings to participate in-plant practice**
In this training course, the participants will take part in-plant practice; therefore, you should bring the following things.
 - 1) **Shoes(Sneakers)**
 - 2) **Long sleeves jacket**
 - 3) **Pants for the in-plant practice**

ANNEX I

Inception Report

Practical Corporate Management for Productivity Improvement

Inception Report should be typewritten in English on A4 size paper, double-spaced, around 10 pages. This paper should be submitted together with the APPLICATION FORM.

The course leader will ask applicant to present his / her Inception Report and Preliminary Survey sheet during the first week of the program.

Applicant will only be allowed 20 minutes for your presentation, and so please try to focus on the highlights and/or main issues you wish to address as follows.

- * Name of Applicant
- * Country
- * Name of Organization / Department / Title

1. Organization profile

*Please attach a chart of applicant's organization indicating the number of staffs in each department, division, section, work team, etc.

2. Outline of duties of the applicant's department

3. Current situation of the productivity improvement projects (or activities) of the private sector in which the applicant is involved in their job

4. Specific subjects that applicant would like to study intensively in this training program

5. Future plan of actions after completing this training program and returning to applicant's country

ANNEX II

Preliminary Survey Sheet

Before coming to Japan, please collect the following information about the company that you work for or you provide consultation service for and bring the data with you.

※The following required contents are subject to change. The final required contents will be provided to you with the notification of results.

1. Issue

- Please give **two issues (both short term and mid-long term issue)** that should be solved or improved in the company that you work for or you provide consultation service for.
- Please attach some photographs so that the current situation and the problems of productivity improvement activities can be comprehended.

2. Company Information

- ① Company name
- ② Number of employees (by types of employment)
- ③ Capital stock
- ④ Major product categories, products
- ⑤ P/L (Profit / Loss)
- ⑥ Company policy for the current term
- ⑦ Practical numerical targets developed from the company policy
ex.: Increase in production 1 million/year → 1.25 million/year
ex.: Decrease in fractional defective 10% (numerator/denominator)
→ 5% (numerator/denominator)
- ⑧ Major product-based sales in the last 3 years
- ⑨ Major product-based data related to production:
 - ⑨-1 Monthly production results for the last one year
 - ⑨-2 Number of monthly defective products, defective rate and complaints from customer in the last one year
 - ⑨-3 Production plan and results in the last one month
- ⑩ Information related to layout
 - ⑩-1 Layout of factories
 - ⑩-2 Layout of machines, equipment, devices, etc.
 - ⑩-3 Material flow diagram
 - ⑩-4 Operation flow chart

For Your Reference

JICA and Capacity Development

The key concept underpinning JICA operations since its establishment in 1974 has been the conviction that “capacity development” is central to the socioeconomic development of any country, regardless of the specific operational scheme one may be undertaking, i.e. expert assignments, development projects, development study projects, training programs, JOCV programs, etc.

Within this wide range of programs, Training Programs have long occupied an important place in JICA operations. Conducted in Japan, they provide partner countries with opportunities to acquire practical knowledge accumulated in Japanese society. Participants dispatched by partner countries might find useful knowledge and re-create their own knowledge for enhancement of their own capacity or that of the organization and society to which they belong.

About 460 pre-organized programs cover a wide range of professional fields, ranging from education, health, infrastructure, energy, trade and finance, to agriculture, rural development, gender mainstreaming, and environmental protection. A variety of programs and are being customized to address the specific needs of different target organizations, such as policy-making organizations, service provision organizations, as well as research and academic institutions. Some programs are organized to target a certain group of countries with similar developmental challenges.

Japanese Development Experience

Japan was the first non-Western country to successfully modernize its society and industrialize its economy. At the core of this process, which started more than 140 years ago, was the “*adopt and adapt*” concept by which a wide range of appropriate skills and knowledge have been imported from developed countries; these skills and knowledge have been adapted and/or improved using local skills, knowledge and initiatives. They finally became internalized in Japanese society to suit its local needs and conditions.

From engineering technology to production management methods, most of the know-how that has enabled Japan to become what it is today has emanated from this “*adoption and adaptation*” process, which, of course, has been accompanied by countless failures and errors behind the success stories. We presume that such experiences, both successful and unsuccessful, will be useful to our partners who are trying to address the challenges currently faced by developing countries.

However, it is rather challenging to share with our partners this whole body of Japan’s developmental experience. This difficulty has to do, in part, with the challenge of explaining a body of “tacit knowledge,” a type of knowledge that cannot fully be expressed in words or numbers. Adding to this difficulty are the social and cultural systems of Japan that vastly differ from those of other Western industrialized countries, and hence still remain unfamiliar to many partner countries. Simply stated, coming to Japan might be one way of overcoming such a cultural gap.

JICA, therefore, would like to invite as many leaders of partner countries as possible to come and visit us, to mingle with the Japanese people, and witness the advantages as well as the disadvantages of Japanese systems, so that integration of their findings might help them reach their developmental objectives.



CORRESPONDENCE

For enquiries and further information, please contact the JICA office or the Embassy of Japan. Further, address correspondence to:

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