



**The Association for Overseas Technical Cooperation and Sustainable Partnerships**

**Hakutsuru Bldg. 4F, 12-5, Ginza 5-chome, Chuo-ku, Tokyo 104-0061**

Tel: 81-3-3549-3051 Fax: 81-3-3549-3055 E-mail: shouhei-au@hidajapan.or.jp URL: <http://www.hidajapan.or.jp/>

# C RTP Program

**August 2017**

## **Program Outline**

**&**

## **Participation Requirements**

**Of**

## **The Corporate Management for Turkey**

**- Environment Management and Corporate Value -**

**[TREM]**

**(Carbon Reduction Technology Promotion Program)**

**18 January– 31January, 2018**

## 1. BACKGROUND OF THE PROGRAM:

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development mainly in overseas countries to promote technical cooperation through training, experts dispatch and other programs.

Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations between those countries.

AOTS was established in 1959 with the support of the Ministry of International Trade and Industry (which is the present Ministry of Economy, Trade and Industry: METI) as Japan's first technical cooperation organization on a private sector basis. More than 182,000 individuals from 171 countries have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2015 exceeded 197,000.

The Corporate Management Program [TREM] is one of the management training courses conducted by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) under the scheme of Carbon Reduction Technology Promotion (hereinafter abbreviated as CRTP) Programs. A management training course is being organized under this category with the purpose of allowing the participants to smoothen the path to carbon reduction within their organizations, through a better understanding of the significance of carbon reduction technology, and the study of administration and management techniques as well as concepts, all of which are necessary to promote related activities.

This training program is designed to study the concepts and practice methods of "corporate management" incorporated as new management strategy in Japanese companies, and energy saving that leads to corporate competitiveness. It also aims to help owners or directors engaged in corporate management to become aware of the importance of such environment management techniques, and to learn a concrete means of utilizing them in their corporate management.

## 2. COUNTRY:

Turkey

## 3. NUMBER OF PARTICIPANTS:

25 participants

## 4. PARTICIPATION REQUIREMENTS:

Participants should have the following qualifications.

- (1) Participants should be, in principle, owners or directors of companies. Managers who are expected for overall organizational management in companies may also be accepted. Managers of public organizations and/or business associations who give guidance for corporate management may also be accepted.
- (2) Participants should be 20 years old or older.
- (3) Participants should be university graduates and/or have equivalent professional experience.
- (4) Participants should have a sufficient working knowledge of English.
- (5) Participants should be healthy enough to undergo an intensive training program in Japan.
- (6) Participants should be residing in Turkey.
- (7) Participants should not be students or armed forces personnel.
- (8) Former participants of AOTS training programs (ODA-funded programs and CRTP Programs) organized in Japan are not entitled to apply for any program which starts within six months (183 days) after they 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 AOTS to arrange, nor arrange by themselves, any additional programs, and shall leave Japan and return to their home country soon after the completion of the program.
- (4) In the case of applications from other than Japanese-affiliated companies or local companies that hold local capital, the priority for selection may become lower.
- (5) Those who work in the national government (agency) or the local government (agency) are not eligible to

participate in the AOTS management training programs, since the programs are mainly targeted at the people working in the companies/organizations in the private sector.

- (6) The number of participants from the same host company in Japan or the same sending company from overseas may be limited if there are more applicants than AOTS can accept.

## 5. APPLICATION PROCEDURE:

Individual applicants should ensure the delivery of the following application documents to the Management Training Administration Group of AOTS listed in Item 10, **no later than 21 November 2017**.

[Application Documents]

- (1) AOTS Training Application Form and Applicant's Personal Record  
(AOTS official form: Handwriting shall be avoided.)
- (2) Medical Check Sheet (AOTS official form: Handwriting shall be avoided.)
- (3) 2 copies of the applicant's photo (4 cm×3 cm) (Please write the applicant's name on the back.)
- (4) A brochure of the applicant's company/organization
- (5) Photocopy of the applicant's passport  
\*If the applicant doesn't possess a passport, an election card, a driver's license or a photo ID issued by a public organization in the home country containing his or her full name (written in Roman block letter) and date of birth should be submitted instead.
- (6) Pre-Training Reports
- (7) Overseas Travel Insurance Consent Form
- (8) About the handling of Personal Information Concerning Trainees (AOTS official form)  
\*The applicant's signature is needed for authorization to proceed. In the absence of agreement, or failure of submission, course participation will not be granted.
- (9) About the Benefits of Management Training Program (AOTS official form)  
\*In principle, a representative of the applicant's employer shall fill in the questionnaires.  
\*The form is attached to the end of the outline.
- (10) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises)

Notes:

\*A soft copy of the application documents will not be accepted.

\*AOTS may ask the applicants to submit additional documents other than above listed, if necessary.

The formats are readily downloadable at our website.

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

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

The application documents will be forwarded to the AOTS Screening Committee, which will meet on **21 December 2017**, for official approval of participation. Those who have successfully passed the screening process will be notified when they receive the invitation documents.

Notes: If the number of participants is less than 13 as of 21 November 2017, AOTS 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 characteristics of excellent Japanese Company and insights into corporate management such as management philosophy, process for developing a management strategy, corporate strategy as well as strategies in each management function.
- (2) To deepen their understanding of energy management concept and energy conservation method practiced by Japanese manufacturing companies

- (3) To deepen their understanding of corporate strategy building and its management approach in integrated environmental business management, which enables companies to increase their profits.
- (4) To be able to formulate an action plan to introduce environmental management approaches to their companies, so that they can increase profits and enhance the competitive advantage at their companies.

- DURATION

18 – 31 January 2018 (2 weeks)

- CONTENTS

*Preparatory Step*

Participants will prepare for their presentations on the final day by referring to the descriptions of the “Pre-training Report (1) and (2)” (e.g., your company’s present situation, challenges, problems, and *Kaizen* numerical targets). Participants thus need to set numerical targets such as environmental burden, etc., and prepare to bring the data and other information used as the basis for such numerical targets, before coming to Japan.

*First Step*

Participants will first examine the current situation of Japanese Company and its historical shift. Then, they will learn the current external environmental changes and social responsibility that Japanese manufacturing industry faces.

*Second Step*

1. Participants will deepen their understanding of corporate management via examining various strategies in key managerial functions, such as management strategy, production management, marketing management, personnel management, etc.
2. Participants will deepen their understanding of company’s approach environment management and energy conservation and its relationship with profit-generation.

Participants will study how to integrate corporate management and environment responses through the case examples of energy and resource saving activities by Japanese companies, through lectures, exercises and company visits, and will confirm the roles of executives as decision-makers in improving their management practices.

*Third Step*

Participants will establish practical action plans to specify how to promote and implement Japanese-style management techniques that are learnt through the training program, for accomplishing the challenges at their companies, and make presentations on the final day.

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.

-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 558-0021, Japan

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

## Tentative Schedule of

### The Corporate Management for Turkey [TREM]

18 January- 31 January 2018

Kansai Kenshu Center

Date	Morning Session	Afternoon Session
17 Jan (Wed.)	(Arrival in Japan)	
18 (Thu.)	Opening Ceremony / Orientation	LECTURE Corporate Management in a Low Carbon Society -Historical shift and current situation -External environmental changes -Importance of CSR required of companies
19 (Fri.)	LECTURE/EXERCISE: Corporate Strategy - Significance and examples of corporate strategy - Continuous creation of new business for corporate growth	
20 (Sat.) 21(Sun.)	Days off	
22 (Mon.)	LECTURE: Productivity Improvement through in Japanese Company -5S , Kaizen Activity	COMPANY VISIT: Management Philosophy and Strategies
23 (Tue.)	LECTURE: Marketing Strategy	LECTURE: Energy Conservation at Company
24 (Wed.)	STUDY TOUR	COMPANY VISIT: Example of Corporate Management of Japanese Company - Management Philosophy and Strategy at a Japanese Company
25 (Thu.)		COMPANY VISIT: Productivity Improvement Activities at a Japanese Company
26 (Fri.)		COMPANY VISIT: Case Example of Energy Saving Activities and their Management Strategy
27 (Sat.) 28(Sun.)	Days off	
29(Mon.)	LECTURE & EXERCISE: Environment Management -Corporate Strategy and Environment Management -Energy Conservation and Company Profit -Environmental management tools of MFCA	
30(Tue.) (Thu.)	LECTURE & EXERCISE: Environment Management -Corporate Strategy and Environment Management -Energy Conservation and Company Profit -Environmental management tools of MFCA	
31 (Wed.)	Final Report Presentation	Final Report Presentation Closing Ceremony
1 Feb (Fri.)	(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.

## 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

AOTS training programs are financed by Japanese government subsidy 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 Estimate of the Participation Fee is shown in Tables 1.

**\*There is NO difference between "Developing Countries" and "Least Developed Countries in accordance with the DAC (Development Assistance Committee) list for CRTP Programs.**

Participants will be requested to pay the Participation Fee in Japanese Yen in cash to AOTS after their arrival in Japan.

\*Please note that the subsidy from the Japanese government will be applicable from the day before the commencement of the training program to the final day of the training program in principle.

### 8-2) Breakdown

The Training Costs are the total amount of expenses to invite a participant to a training program in Japan. It is the sum of 1. Allowance Costs, 2. Course Implementation Costs, and 3. Domestic Travel Allowance. The Participation Fee, the amount that participants should bear, consists of Contribution to Allowance Costs and Contribution to Course Implementation Costs.

#### **1. Allowance Cost**

Allowance cost is composed of the following items.

The Contribution to Allowance Costs for the participants is 1/3 of the Allowance Costs.

**\*There is NO difference between "Developing Countries" and "Least Developed Countries in accordance with the DAC (Development Assistance Committee) list for CRTP Programs.** The Contribution to Allowance Costs is 1/3 of the Allowance Costs regardless of the participant's country of residence.

##### **(1) International Travel Expenses**

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

and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

## **(2) Accommodation and Meal Allowance**

At the AOTS Kenshu Center

- During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of ¥8,850 per day with meals (lunch, dinner and breakfast), while the participant stays at an AOTS Kenshu Center.
- For the arrival day, AOTS will provide a participant with accommodation to the value of ¥8,030 per day with dinner and breakfast at an AOTS Kenshu Center.
- Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive ¥2,570 in cash per day for meals to cover the day of closure.

During the study tour

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

## **(3) Personal Allowance**

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

## **2. Course Implementation Costs**

Course Implementation Costs, which is the cost to carry out a 2-week AOTS Management Training Program, is ¥311,000 and the Contribution to Course Implementation Costs (the amount participants should bear) is ¥122,000.

## **3. Domestic Travel Allowance**

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

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### **Contribution to AOTS's Administration Cost**

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

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



**[Table 1] Estimate of the Fees and Costs****Country: Turkey****International Travel Expenses:****Istanbul - Kansai /Japan, Roundtrip****Management Training Course:****2 -week Course**

(Japanese Yen)

<i>Training Costs</i>	Total Amount	Japanese government Subsidy	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<u>253,930</u> <Breakdown>	169,286 [2/3]	84,644 [1/3]
(1) International Travel Expenses	<u>99,100</u>		
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 8,030 x 1 day (Arrival Day) =	8,030		
@ 8,850 x 12 days = [during the study tour]	106,200		
b. Meal Allowance			
@ 2,570 x 2 day(s) =	5,140		
c. Accommodation Allowance			
@ 10,080 x 2 day(s) =	20,160		
(3) Personal Allowance			
@ 1,020 x 15 days =	15,300		
2. Course Implementation Costs	<u>311,000</u>	189,000	122,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	<u>1,780</u>	1,780	
<b>Total</b>	<u><u>566,710</u></u>	<u><u>360,066</u></u>	<u><u>206,644</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 AOTS  
[1.-(1) /1.-(2)-b. /1.-(3) /3.]

\* International travel expenses subsidy will be provided if the air ticket and its receipt satisfy the required conditions; they are not provided if the conditions are not satisfied or the participant is travelling on a free ticket.

In the event that the international travel expenses subsidy will not be provided, the amount of 1.-(1) in the above figure will be zero and therefore, the "Allowance Costs" and "Total Cost" will change accordingly.

**[Table 2] Standard Airfare Limits (FY 2017)**

(Unit: Japanese Yen)

Country	Place of Departure	Place of Arrival	Airfare Limit
Turkey	Istanbul	Osaka	99,100
	Antalya	Osaka	106,400
	Izmir	Osaka	106,400

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

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

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

3. Official Receipts:

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

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

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

***Visa Acquisition Procedures:***

**1. Status of Residence:**

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

**2. Visa Acquisition:**

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

**3. Notes:**

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

## 9. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

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

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

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

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

## 10. COLLABORATING ORGANIZATIONS:

**AOTS Turkey Alumni Society (TUR)**

(Chairman) Mr. Tayfun Caylan	c/o Yalin Enstitu Dernegi, Merkez Mah, Sefir Sok, No.29/1 Sariyer-Istanbul	
	Tel:	90-212-271 84 51
	Fax:	90-212-271 84 52
	URL:	
	E-mail:	tayfun.caylan@hida.org.tr

**Training Administration Department of AOTS**

Management Training Administration Group	Hakutsuru Bldg. 4F, Ginza 5-12-5, Chuo-ku, Tokyo 104-0061, Japan	
	Tel:	81-3-3549-3051
	Fax:	81-3-3549-3055
	E-mail:	shouhei-au@hidajapan.or.jp

PRE-TRAINING REPORT (1)

- The Corporate Management Program for Turkey
- Environment Management and Corporate Value - [TREM]

**The form of “Pre-Training Report” for this training program is composed of two documents: (1) and (2). These documents will be used as a reference material in 1) the screening process of applicants and 2) the group discussion and the presentation to be held during the program by sharing with lecturers and other participants. Therefore, the applicant is requested to fill in all of the items clearly and concretely.**

**\*AOTS will not use this information for any other purposes other than an AOTS training program.**

Note: Please fill in the following items by using a personal computer or similar equipment in English. Handwriting should be avoided.

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

<p>7. Factors obstructing profitability growth in your company</p>	
<p>8. Possible measures to solve such problems together with limitation factors</p>	
<p>9. Your expectations of the program in relation to the described problems</p>	

Name	Country Turkey
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**PRE-TRAINING REPORT (2)**  
**Observed Data and Numerical Targets for *Kaizen* at the Production Site**

When filling out this form, the course participant should consider the possibility of achieving the targets set at his or her company by applying what s/he will have learnt through this training course. Failure to fill out all required information below is likely to undermine the prospect of training success.

1	<p>What has been done toward realizing energy conservation at the company and/or departmental levels?</p> <p>NOTE: If there has been no action taken, please write this fact. Then, add something you want to take on for the future, and fill out the following sections.</p>	
2	<p>What types of measuring tools have you used to identify the results of the aforesaid actions (<i>e.g.</i>, failure rates, waste quantity, utilization rates, labor productivity per person, and tact time)? Specify all of them if there is more than one.</p>	
3	<p>What are the current values (numerical data) expressed in the measuring tools?</p>	

4	<p>What are the target values (numerical data) that are expressed in the measuring tools, and need to be achieved by applying the content to be studied during this training program?</p> <p>NOTE: The target values should be practical.</p>			
5	<p>What is the ratio of material costs, and energy costs (respectively) out of the total production costs.</p>	<p>Example answer: 20% of the total production cost is energy cost. 30% of the total production cost is material cost.</p>		
6	<p>What are the current values, and the target values that need to be achieved after returning home, as to your choice of either A or B (right)?</p> <p>No need to fill in both A and B.</p> <p>NOTE: If your department is INDIRECTLY involved in manufacturing, write about the whole of your factory. The target values should be practical.</p>	<p>Choose A or B</p>	<p>Current Values</p>	<p>Target Values</p>
<p>A: Yearly power consumption of the whole of your factory</p>		<p>_____ (kWh/year)</p>	<p>⇒</p>	<p>_____ (kWh/year)</p>
<p>B: Yearly power consumption of a process at your manufacturing department (or factory)</p>		<p>_____ (kWh/year)</p>	<p>⇒</p>	<p>_____ (kWh/year)</p>
<p>NOTE: If you choose B, write about the process you referred to, in the right column.</p>				



**2W** English (CRTP Program)

### About the Benefits of Management Training Program

Concerning the benefits of the management training program, please answer the following questions. Your individual answers will remain confidential.

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

(<http://www.hidajapan.or.jp/jp/teitanso/training/doc01.html>)

Name of training course (may be in acronym names, such as SHOP and PQM):

\_\_\_\_\_

Country:

\_\_\_\_\_

Turkey

Company name:

\_\_\_\_\_

Name of person filling out questionnaire form (representative of organization):

\_\_\_\_\_

Job title of person filling out questionnaire form (representative of organization):

\_\_\_\_\_

Names of participants of the training program:

\_\_\_\_\_

#### Question 1:

This management training program receives financial support from Japanese government subsidy. Is there a difference in benefits by utilizing the AOTS training program compared to other cases where a training program on the same subject is provided by your own or an external agency of human resource development? Tick the following statement that applies to you (multiple answers allowed).

- Understanding in the subject of the training program increases further.
- Motivation improves further.
- Understanding of Japan increases further.
- Communication ability improves further.
- The stability of the work force in the company improves further.
- Others: [                                  ]

#### Question 2:

Are you going to use what is learned from the AOTS training in your company after the participants return? Tick the following statement that applies to you.

- Yes, I am.
- No, I am not.

Question 3:

(For a representative)

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

About \_\_\_\_\_ people

Question 4:

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

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

Question 5:

Please provide the sales amounts of your company.

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

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

Question 6:

The AOTS training program costs about 5,100 USD per person to run the course. Do you think the AOTS training programs produce enough benefits to justify the expense (5,100 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 (5,100 USD) is defined as “1”, describe the benefits obtained from the AOTS training program in numerical value. Roughly assess the benefits for the next five years after the training. Tick the following statement that applies to you. A very rough estimate is fine. Your response is highly appreciated.

- Below 1.0 => Provide a specific value [\_\_\_\_\_]
- 1.0 or above and below 1.5
- 1.5 or above and below 2.0
- 2.0 or above and below 2.5
- 2.5 or above and below 3.0
- 3.0 or above => Provide a specific value [\_\_\_\_\_]

End of document