

# Asian Productivity Organization

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## PROJECT NOTIFICATION

18 June 2012

1. **Project Code:** 12-IN-20-GE-TRC-B
2. **Project Title:** Training Course on Lean Production Systems
3. **Duration:** 5–16 November 2012 (12 days)
4. **Venue:** Tokyo and Nagoya, Japan
5. **Implementing Organization:**  
Japan Productivity Center (JPC)  
Address: 1-1 Shibuya 3-chome, Shibuya-ku  
Tokyo 150-8307  
Telephone: (81) 3-3409-1135  
Facsimile: (81) 3-3409-5880
6. **Number of Overseas Participants:** Up to 18 qualified participants from Cambodia, Fiji, IR Iran, Lao PDR, Malaysia, Mongolia, Pakistan, Philippines, Singapore, Sri Lanka, Thailand, and Vietnam. Other member countries with special interest in the subject are also encouraged to apply.
7. **Number of Local Participants:** Up to six qualified participants
8. **Closing Date for Nominations:** **5 September 2012**  
  
All nominations along with the **completed biodata** form and medical certificate of the nominees should reach the APO Secretariat by the above date. Selection of participants will be completed immediately after this date. Member countries are requested to inform the APO Secretariat as soon as possible if they decide not to nominate anyone for the project.
9. **Objective:** To develop the capability of trainers/consultants, engineers, and production managers to innovate lean production systems.

## **10. Background**

Lean production systems involve the systematic elimination of all types of waste in production and related processes. “Lean” also involves the concept of continuous production flow to satisfy customer demand by minimizing production lead time. The objective is to get the needed items to the right place at the right time in the right quantity and quality. The process requires identifying and eliminating activities that do not add value to the process of design, production, logistics, and customer relations. Lean production has been widely adopted by industries and other sectors in many countries.

The lean production system was developed originally by Toyota Motor due to its complicated operations. It has become more widespread with the business success of Toyota. The “Toyota way” became a topic studied in business schools, and “lean” is used by many consulting firms and in academia as a synonym for the Toyota production system. To achieve the objectives of lean systems, several techniques and concepts are indispensable, including just-in-time inventory, the pull concept, small-lot production, total quality management, supply chain management, and value stream mapping.

Since high productivity is a key factor in business success, the use of advanced knowledge, technology, and lean production systems is imperative to ensure increased productivity and performance. The APO is therefore actively expanding its program on lean production systems. In 2012, the APO introduced a two-tiered approach, e-learning and a face-to-face training course, to this subject. This face-to-face training course will provide comprehensive information on lean production systems and details of lean applications in Japanese manufacturing companies. Participants will learn how to make improvements on a production line through an inplant exercise(s) under the tutelage of experts/veterans. They will be required to demonstrate the skills acquired during the exercises as well as take an examination at the end of the course.

## **11. Scope and Methodology**

### **Scope**

- Diagnosis and strategic planning for lean production systems;
- Practical consulting techniques in the management of production systems; and
- Examining hands-on techniques and systems for local application.

### **Methodology**

Lectures, group discussions, site visits, practical training in the workshop of a manufacturing company, and problem-solving case studies, with an examination at the end of the project.

## **12. Requirements of Candidates**

- (a) Age: Preferably between 30 and 50 years.
- (b) Education: Preferably university degree or higher qualification.
- (c) Present Position: Trainers/consultants or senior/mid-level managerial and technical personnel from industry involved in manufacturing who are familiar with production systems or wish to acquire knowledge of lean production systems.
- (d) Experience: At least five years in a related field.

- (e) Language Proficiency: Proficiency in written and spoken English is essential for this two-week intensive and interactive program.  
Those who are not proficient in English should not apply.
- (f) Health: Physically and mentally fit to attend an intensive program entailing strenuous travel and several plant/field visits.

Note: Priority will be given to those who enrolled in and outstandingly completed the APO's previous e-learning course on lean production systems in consultation with NPOs.

### 13. Financial Arrangements

#### (a) To be borne by the APO

- (i) Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participants' place of work and Tokyo, Japan, for participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal, and for participants from SMEs and nonprofit organizations from other APO member countries. As far as practicable, all participants should purchase discounted tickets. (Please note that any arrangements for the purchase of air tickets should be in accordance with the "Guide on Purchases of Air Tickets for APO Project Participants" on page 16 of the *APO Guide for Participants*, which is available on the APO website at <http://www.apo-tokyo.org> and from APO Liaison Officers in member countries.) Please note that no additional per diem allowances will be provided due to early arrival, delayed departure, rerouting of tickets, or any other reason whatsoever.
- (ii) The cost of hotel accommodations (including tax and service charges) and a per diem allowance for three overseas participants for up to 13 days.
- (iii) All assignment costs of overseas resource persons.

#### (b) To be borne by the host country—Japan

- (i) The cost of hotel accommodations and a per diem allowance for 15 overseas participants for up to 13 days.
- (ii) Other local implementing costs in Japan.

#### (c) To be borne by participants or participating countries

- (i) For participants from profit-making organizations, except for SMEs, from APO member countries other than Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.
  - (1) Round-trip international airfare between the member country and Tokyo; and
  - (2) Participating Country Expenses at US\$50.00 per participant, payable to the APO in convertible currency.

(ii) For all participants

- (1) Participants must be fully insured in Japan, regardless of any insurance coverage obtained in their own country, against accident and illness (including hospitalization and death) for:
  - accidental death and dismemberment up to 4,000,000 yen,
  - medical expenses for accident up to 4,000,000 yen, and
  - medical expenses for illness up to 4,000,000 yenfor the entire duration of the project. The APO will secure this insurance on behalf of the participants in the host country from the day before project commencement until the day after project completion. Each participant must pay the premium himself/herself from the per diem allowances provided. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident or illness.
- (2) Any expenses incurred by participants for stopovers on the way to and from the project venue as well as for extra stay at the project venue before and/or after the official project period on account of early arrival, late departure or rerouting of air tickets, for example, due to either limited available flights or any other reason whatsoever.
- (3) Any expenses related to visa fees and airport taxes.

**14. Actions by Participating Countries**

- (a) Each member country is requested to nominate two or more qualified candidates in accordance with Section 12 above. Please ensure that candidates nominated meet the qualifications specified above.
- (b) We will not accept any form of self-nomination. All nominations must be endorsed and submitted by an APO Director, Alternate Director, Liaison Officer, or their designated officer.
- (c) Please note that nomination does not necessarily guarantee that a candidate will be selected. Selection is at the discretion of the APO Secretariat. A basic criterion for selection is the homogeneity of the participants in terms of qualifications and work experience. Nonselection therefore does not mean that the candidates concerned are not competent. Sometimes candidates are not selected because they are overqualified.
- (d) Each nomination should be accompanied by the documents listed below. A nomination lacking any of these documents may not be considered:
  - (i) Two copies of the candidate's biodata on the APO biodata form together with a passport-sized photograph. The biodata form can be downloaded from the APO website. Downloading information is also available from [www.apo-tokyo.org](http://www.apo-tokyo.org). We encourage submitting the biodata form to the APO Secretariat in electronic form as an attachment to a cover e-mail message from the APO Director, Alternate Director, or Liaison Officer.
  - (ii) APO Medical and Insurance Declaration/Certification Form. Every candidate must complete and submit a copy of the APO Medical and Insurance Declaration/Certification Form with his/her biodata at the time of nomination.

Please note that for this particular project self-declaration is sufficient for candidates without any of the health conditions or illnesses enumerated on the reverse side of the medical form. However, for all others, medical certification by a recognized physician on the reverse side of the medical form is required.

- (e) Member countries are encouraged to submit the necessary documents electronically as mentioned in (d)-(i). In that case, there is no need to send a hard copy by postal mail. However, if the documents are submitted by fax, member countries are requested to mail the originals of the documents to the APO as well. If a digital photograph of a nominee is not attached to the electronic biodata form, a hard-copy photograph should be sent to the APO Secretariat by postal mail. Please specify the candidate's name and the project code on the reverse side of the photograph.
- (f) Member countries are requested to abide by the nomination deadline specified in Section 8 on the first page. The APO may not consider late nominations as they have in the past resulted in considerable difficulties to the implementing organization in its preparatory work for the project.
- (g) Member countries are requested to inform candidates that, once selected, they are not to bring family members or to engage in any private business activities during the entire duration of the project.
- (h) Further, if they should become unable to take part, the NPOs concerned are requested to inform the APO and implementing organization **promptly** of their reason for withdrawal. Member countries and selected candidates are reminded that last-minute withdrawals and no-shows result in unnecessary expense and waste resources and therefore must be avoided.
- (i) Each selected candidate is required to arrive at the venue one day before the start of the official project. Also, he/she is expected to return home upon completion of the official project because he/she is visiting the host country for the specific purpose of attending this APO training course.

## **15. Preparation of Individual Reports**

Each selected candidate is requested to prepare an individual report on lean production system adoption and experience following the guidelines to be provided later. Submission is required before attending this training course. The report will undergo an expert review, and each participant will take a final exam at the end of the course.

## **16. Guide for Participants**

Other conditions for participation are given in the APO "Guide for Participants" which is available from APO Liaison Officers/NPOs in member countries and on the APO homepage ([http://www.apo-tokyo.org/05part\\_guide.htm](http://www.apo-tokyo.org/05part_guide.htm)).



Ryuichiro Yamazaki  
Secretary-General