

Lao People's Democratic Republic

Lao-Japan Human Resources Development Institute (National University of Laos)

<p style="text-align: center;">ASIAN REGION THE JAPAN CENTER PROJECT (BUSINESS COURSE) (2nd TERM)</p>

**PROJECT FOR THE CAPACITY
DEVELOPMENT OF BUSINESS
PROFESSIONALS AND NETWORKING
THROUGH LJI**

FINAL REPORT

February 2023

Japan International Cooperation Agency

ReloExcel, Inc.

Japan Development Service Co., Ltd.

ED
JR
23-008

Summary

This is the Final Report on the 2nd term (September 1, 2021 to March 15, 2023) of the “Project for the Capacity Development of Business Professionals and Networking Through LJI” of the “Asian Region the Japan Center Project (Business Course)” that started in April 2019.

1. Business Course Implementation Support

1.1 Business Course Implementation Support Activities and Results

The 5th KEIEIJUKU began in January 2022 with 9 participants. It was originally planned with the assumption that lecturers would be dispatched to deliver in-person lectures, but with no prospect of the end of the COVID-19 situation and no relaxing of border restrictions, course implementation continued to be modified (i.e., in-person or remote formats) while sharing the situation with LJI. As a result, all six courses through June 2022 were delivered remotely via zoom. Furthermore, because on-site group training was not possible, participants needed to take the courses remotely from their homes or companies.

Each course was held according to the original schedule and generally received positive feedback. We would like to both acknowledge and express appreciation to the local staff and lecturers for their hard work that made this possible.

1.2 Implementation of KEIEIJUKU

The dispatch of lecturers for the 5th KEIEIJUKU, which began in January 2022, was scheduled to begin as soon as border restrictions in both Japan and Laos were eased, but the border restrictions were not eased until May 2022. In June, when lectures were scheduled to commence due to the eased border restrictions, the planned lecturer was on medical leave, and as a result, all lectures and individual consultations for courses were ultimately held online. After the Business Plan course in June completed, the person handling project coordination/course operation and management traveled to Laos to visit KEIEIJUKU graduates and relevant organizations and gather opinions with the aim of identifying issues and proposing future improvements for KEIEIJUKU implementation.

1.3 Challenges and Future Initiatives

During the visits, interviews with KEIEIJUKU graduates and relevant organizations showed that both 4th and 5th KEIEIJUKU participants who only attended the online lectures and KEIEIJUKU graduates wanted follow-up consultations and seminars. Feedback also showed that people want LJI to cover new topics in hospitality and customer service, as well as topics that are in line with current trends, like DX and e-commerce. Based on the gathered feedback, follow-up consultations and the introduction of new subjects in the next phase will be considered, and in order to focus on establishing model companies in Laos, LJI staff will improve its follow-up activities and better connect them to the resolution of issues and the improvement of the business performance of each company. While support is generally assumed for implementing in-person lectures, the curriculum will be reviewed

with an eye toward the post-COVID reality to establish a system capable of adequately responding to the needs of participants.

2. Implementation of Training in Japan

Training in Japan was postponed due to the spread of COVID-19. However, the more recent easing of entry into Japan, including the quarantine period, LJI, JICA headquarters, and relevant organizations held discussions that led to the decision to hold Training in Japan with 21 participants (17 in the end), comprising third KEIEIJUKU graduates and outstanding participants in the MBA program. Training took place primarily in the Kyushu region from August 9 to 21, 2022.

To resume planning of Training in Japan, a questionnaire survey on training content was administered to intended participants, and based on the results, lecturers were chosen based on the themes related to Management Philosophy, which is in high demand given the issues faced by participants, as well as Corporate Strategy, Strategic HRM, and Marketing. Company visits were not conducted during the week that participants arrived in Japan, but rather an orientation, as it was critical to take appropriate health precautions when resuming company visits in Training in Japan during the COVID-19 pandemic to make it easier for companies to accept the participants. Comprehensive measures were implemented, including regular body temperature checks to assess participants' health conditions, and ensuring that each participant wear a mask and their hands disinfected at each company visit. One of the companies visited also asked for PCR tests to be done a few days before the visit. As a result of such meticulous safety management, all company visits were completed as planned, and many participants were able to take an active part in asking questions and exchanging opinions, which earned positive feedback from both the companies visited and the participants. A business networking event was held in Fukuoka City, which was attended by 17 companies/organizations, the majority of which were from Fukuoka Prefecture. The Laos Business Environment Seminar and Business Exchange Meeting were also completed successfully. Individual presentations were made at the Course Summary and Results Presentation in addition to the group presentations that were originally planned. The presentations covered not only new awareness and learning, but also how participants planned to apply what they had learned in their own companies, which was helpful in sharing experiences among participants.

Finally, the participant questionnaire results show that the training objective of "improving understanding of the Japanese-style management studied at KEIEIJUKU, gaining the knowledge needed to solve and identify management issues at the company, and linking this to the implementation of company improvements" was generally met.

3. Other Activities

3.1 Support for E-Learning System Introduction Activities

The outline and user manual for introducing an e-learning system were provided on May 2020 in the First Term contract. After receiving these, LJI was to confirm the policy of NUOL and determine the general approach. However, due to the COVID-19 situation, the review process was suspended due to access restrictions, etc., to NUOL/LJI facilities. Thus, as of today, NUOL has not expressed a

specific policy or approach, and by extension, none has been determined on the LJI side. Once a policy for implementing an e-learning system at the NUOL is clarified, we will discuss details on next-phase of the project with LJI.

3.2 Training of Local Lecturers

Localization of lecturers (technical transfer) proved difficult to implement in the absence of in-person instruction. Local lecturers taught a portion of lectures in subjects such as Strategic Human Resource Management, Financial Management, and Operations Management (mainly lecturing on local tax systems, organizing exercises for Strategic HRM lectures, and giving supplementary explanations). They also explained human resource management methods from the standpoint of Lao culture and business customs, as well as taxation and other Lao-specific issues. This contributed to the understanding of lecture content, and comments from participants indicated that it made implementing concepts at their companies easier. Based on this, it is fair to say that the training of local lecturers has progressed in at least these three subject areas. Furthermore, for subjects with newly appointed local lecturers, the Japanese lecturers would explain certain slide items to the local lecturers prior to classes, and the local lecturers would explain it back to them. This aided in the division of teaching roles and responsibilities, the understanding of course content, and the knowledge acquisition by local lecturers. In the future, feedback from participants will be collected and objective evaluations conducted for improvement to further promote local lecturers' ability to independently take charge of lectures and effectively follow up on group work. The perspectives of potential local lecturers will be gathered and considered as well.

3.3 Support for Public Relations Strategies and PR Activities

In the First Term contract (April 24, 2019 to March 31, 2022), consultant lecturers carried out specific improvement support activities with a focus on pamphlets and the website. In the Second Term (September 1, 2021 to March 15, 2023), based on the support provided in the First Term and under the follow-up guidance of long-term experts, LJI's IT department played a key role in developing pamphlets that introduced Japan Center and creating KJL member profiles that featured the companies of KEIEIJUKU graduates. The IT department is currently working on enhancing the website by applying the key approaches and skills acquired through guidance. The Japanese-language versions of these materials were used as explanatory materials for companies visited during Training in Japan in August. They were also used as introductory materials for the Japanese companies that attended the business networking event. These materials will be used in future Training in Japan programs, as well as in Laos for collaborations with local BDS organizations and promotional activities for the Japan Center. In addition to the existing videos and SNS tools aimed at introducing KEIEIJUKU, a promotional video featuring Japanese lecturers is also planned for the future.

3.4 Support for setting up evaluation criteria for companies attending the KEIEIJUKU

In the First Term contract, in response to a request from LJI, we developed and presented an evaluation chart (corporate diagnosis report) for the company's own evaluation, which is necessary

for the executives to implement management improvement. It was created for each element of the six KEIEIJUKU subjects (Corporate Strategy/Strategic Human Resource Management/Marketing Strategy/Financial Management/Operations Management/Business Plan). On a trial basis since its 4th batch, KEIEIJUKU participants have been issued company assessment sheets. However, due to the inability to dispatch lecturers, a review of the evaluation charts and content-related advice could not be provided until the end of 5th batch, and as a result, participants were unable to fully utilize the evaluation. To address this, in consultation with LJI, the Consultant asked the lecturers to establish clear criteria for each subject, allowing for pre- and post-evaluation of participating companies. Following that, the Consultant developed an improved company assessment that incorporated subject-specific criteria. Beginning with 6th batch, participants have been required to conduct their own pre-assessment using the evaluation chart prior to the start of each course in order to assess and understand their current situation before attending lectures. Checking assessment results ahead of time allows the lecturer to understand participants' level of prior knowledge, customize lecture content based on that knowledge, and provide more thorough explanations of areas where participants lack knowledge. This is expected to help participants understand and acquire the knowledge that they lack during lectures more effectively.

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2. Evaluation Chart for Evaluating Your Company Based on the Six Elements of the KEIEIJUKU
(Corporate Diagnosis Checklist)

List of Abbreviations

ASEAN	Association of South - East Asian Nations
BC	Business Course
BDS	Business Development Services
CA	Chief Advisor
C/P	Counterpart
DX	Digital Transformation
FEB	Faculty of Economics and Business Administration
JICA	Japan International Cooperation Agency
KJL	Keiei-Juku Laos
LJI	Laos-Japan Institute
LMS	Learning Management System
MBA	Master of Business Administration
NUOL	National University Of Laos
PDCA	Plan-Do-Check-Action
PDM	Project Design Matrix
P/M	Person - Month
QC	Quality Control
REI	ReloExcel, Inc.
SUSU Project	Start up, Scale up Project
SME	Small and Medium-sized Enterprise
TQM	Total Quality Management

1. Outline of Works

1.1 Description of Work in ASIA REGION THE JAPAN CENTER PROJECT

The first Japan Center for Human Development (“Japan Center”) opened in 2000, and was followed by many more. The vision of Japan Centers was to provide support with a human touch to countries transitioning to market economies, and to serve as hubs for developing human resources for business in the new market economies, and promoting interpersonal exchange with Japan. As of now, 10 Japan Centers have been established in nine countries in East/Central Asia and Southeast Asia, and from their establishment through 2019, many people have taken the courses offered by the Japan Centers: 200,000 people have participated in Business Courses, 120,000 people have participated in Japanese Language Courses, and 1,160,000 people have participated in Programs to Promote Mutual Understanding (all figures are cumulative totals). This language course is basically operated with the support of the Japan Foundation, and the projects for promoting mutual understanding are operated independently, reflecting the characteristics of each Japan Center, and direct support from JICA has ended. Currently, JICA is mainly supporting the implementation of business courses and business exchange programs.

About 20 years after establishment of Japan Centers, recognition of Japan Centers and their organizational management capacity have improved in their respective countries. Although Japanese-style business management is the headline of the content of Business Courses, the content has developed and become more voluminous in response to the needs of each country. However, further differentiation and quality improvement are required in order to continue to ensure adequate attendance and profitability.

Under these circumstances, the "ASIA REGION THE JAPAN CENTER PROJECT (BUSINESS COURSE)" (below, the “Work”) started in April 2019, while taking into account the PDM of projects in each country, to comprehensively review the contents of the business courses and management methods at the Japan Center for 7 centers in 6 countries, to do standardization and sophistication, to adopt IT for part of the teaching content, and to aim for a cross-sectional and efficient approach in terms of management. In order to achieve the following business objectives, the Consultant engaged in the project implemented the common tasks such as the introduction of an E-learning system and the three subject areas ("Management Strategy", "Production Management", and "Human Resources Management"). The Consultant also carried out activities to support the management of business courses at each center.

【Purpose of Works】

1. Standardization of some Business Course contents with the essence of Japanese-style business management and improvement of teaching methods
2. Improvement and sophistication of courses by Japanese lecturers, and promotion of the localization of lecturers through introduction of E-learning technology, standardization of some course contents and teaching methods, etc.
3. Optimization of lecturer delegation by cross-sectional course management and improvement of profitability by meticulous financial management

1.2 Background and Outline of the Work

With the introduction of “New Economic Mechanism” in 1986 and economic development, Laos began its transition from a planned economy to a market economy and has achieved steady economic growth. On the other hand, Laos has limiting factors for economic development such as being a landlocked country, small population size (about 7 million), low population density and unintegrated domestic markets due to delay in infrastructure development. The rapidly growing young population accounts for about 60% of the total population, and creating jobs for the growing working population and developing industrial human resources to support future economic growth and foreign direct investment are important policy issues.

LJI was established in Dongdok campus of the National University of Laos (NUOL) with Japan’s Official Development Assistance in May 2001. LJI’s operations are based on the following three pillars - Business Course, Japanese Language Course and Programs to Promote Mutual Understanding. The Business Courses provide lectures to managers and staff at private and state-run companies and government organizations as well as entrepreneurs to improve their business knowledge and management capabilities. In recent years, training has also been provided to companies according to their individual needs.

The goal of the Japanese Course is to develop human resources who will act as a link between Laos and Japan through Japanese language education. Currently there are three courses (Standard Course, Weekend Course and Introductory Course) with 8 classes for different levels of language skills and learning objectives.

The Mutual Understanding Program has various cultural and academic exchange activities to promote mutual understanding among people in Laos and Japan and be a base for exchange between the two countries. For example, they have Lao dance instruction, Lao cooking class and introduction of Japanese culture (tea ceremony, calligraphy and bon dance) in various events. Academic exchange activities include support of recruitment process for Lao participants by Japanese colleges (in collaboration with the Business and Japanese Courses).

Among such activities, JICA has mainly provided support for the implementation of the Business Course through the “Lao-Japan Human Resource Cooperation Center Project (Phase I and Phase II)”, the “Project for the Capacity Development of Business Persons through Laos-Japan Human Resource Development Institute”, and the “Project on Capacity Building for Supporting Private Sector Development and Japanese Investment in Lao P.D.R. Through LJI of NUOL” to contribute development of business human resources in Laos.

“Project on Capacity Building for Supporting Private Sector Development and Japanese Investment in Lao P.D.R. Through LJI of NUOL” was implemented for a period of five years from September 2014 to August 2019, with dispatching two JICA long-term experts (Chief Advisors, below “CA”; Business Coordination/Organizational Strengthening) and short-term experts in accordance with the Contract. In addition to the introduction of the KEIEIJUKU, which aims to raise the awareness and capabilities of top management and executives in a more practical manner, and to develop young management personnel with an international perspective and excellent management sense who can lead the country's industry, we have also supported the implementation and operation of NUOL's MBA Program, which aims to continuously produce excellent business personnel who will become the driving force behind their own companies; the Practical Business Course, which fosters managers and entrepreneurs who take the initiative in tackling new management issues and have a new sense of management; and Tailor-Made Training, which plans and implements human resource development programs that meet the needs of specific companies.

As a result, 369 participants have graduated MBA Program as of August 2021. As for the KEIEIJUKU, which started in 2017, a total of 64 participants have completed the program by the fourth batch. Over 15,000 participants in total have completed LJI business human resource development program, and more than 90% of them are satisfied with the contents. The C/P on the Lao side has been working on the development of an independent management structure. In addition to implementation and operation of human resource development programs, implementation of Business Forums, utilization of a database of MBA graduates as well as business personnel networking with relevant organization are also underway.

On the other hand, the Government of Lao P.D.R. is facing an issue of labor supply demand balance that poses a significant obstacle to future economic development. Therefore, human resource development is considered as one of the five major pillars for the industrial development of the country. With the elimination of intraregional tariffs due to the ASEAN economic integration in 2016, there is also concern that, cheaper products flowing into the country and the trade deficit will further increase. Thus, there is an urgent need to improve competitiveness and export capacity of domestic products. Therefore, to respond to these urgent issues, the Lao government requested continuation of the activities at LJI to develop business human resources and collect and manage business human

resource information for investment in domestic companies and direct overseas investment. In response to this request, on September 1, 2019, the government of Japan started the “Project for the Capacity Development of Business Professionals and Networking through LJI” (The Project), which will be implemented from September 1, 2019 to the end of August 2022.

1.3 Purpose of the Project

This project, (1) by strengthening LJI's industrial core human resource development business and (2) by strengthening its organizational structure as a base for providing information and support networks for companies in Vientiane and its surrounding areas, will enable LJI to serve as a base for fostering core human resources for industry and for providing information and support networks for companies, thereby contributing to the strengthening of economic relations between Japan and Laos through the business human resources fostered at LJI.

The Consultant provides support for planning and implementation of the Business Courses within the scope defined under the contract while complying with the PDM of the above-mentioned LJI Technical Cooperation Project to contribute to the achievement of the purpose and outputs of the LJI Technical Cooperation Project.

Table 1 Goals, Outputs, Indicators, etc. of the Project (extracted from PDM)1

Overall Goal	Objectively Verifiable Indicators
Economic relationship between Lao PDR and Japan is strengthened by human resource development for industry at LJI.	LJI contributes to establish 5 number of business partnerships between Japanese and Lao enterprises
Project Purpose	Objectively Verifiable Indicators
LJI becomes the center of human resource development for industry and business information and networking services.	1) The Number of participants of business courses exceeds 300 per year, including at least 30 business owners, 20 entrepreneurs 2) LJI contributes to establish 3 number of business partnerships between Japanese and Lao enterprises 3) Number of Innovative activities for LJI's management improvement exceeds 5.
Output 1	Activities
Lao core human resources for industry are developed at LJI.	1-1 Revise the curriculum of business courses (KEIEIJUKU, Start-up Course, Customized courses, Tailor-made courses) which targets business owners and entrepreneurs. 1-2 Conduct appropriate promotional activities to gather participants for business courses. 1-3 Conduct business courses. 1-4 Strengthen a mechanism to improve quality of business courses continuously, reflecting feedback from participants. 1-5 Increase Lao instructors in charge of business courses including MBA program. 1-6 Plan and conduct effective Start-up program in collaboration with MBA alumni and Faculty of Engineering.

Output 2	Activities
LJI business information and networking services are strengthened.	2-1 Implement business networking events including workshops and seminars for Lao and Japanese business enterprises. Regularly monitor their communications of business meetings set by LJI. 2-2 Provide career events for Lao and Japanese companies and monitor the number of new hires offered through the events. 2-3 Disseminate local enterprise information and activity of LJI. 2-4 Hold meetings with local governments, chambers of commerce, banks in Japan for promoting partnership. 2-5 Provide LJI services to organizations related to JICA's other projects including ODA projects, private sector partnership programs and citizen participation program. 2-6 Implement collaborative activities with KEIEIJUKU and MBA alumni organizations.
Output 3	Activities
Management capacity of LJI is established which promotes innovative ideas and activities.	3-1 Create an annual LJI business plan and annual report. 3-2 Monitor and improve financial performance regularly using Quickbooks. 3-3 Update database regarding LJI's customers, lecturers and related organizations regularly. 3-4 Create and implement a strategic marketing plan for increasing new customers and repeat customers of LJI's services. 3-5 Promote innovative ideas and trials of these ideas within LJIs staffs and PDCA cycle for such activities are monitored. 3-6 Improve activities to create synergies between and among the LJI services such as Business Course (including MBA), Japanese Language Course, and Cultural Exchange services.

- Project site/target area: Vientiane
- Counterpart agency (C/P): NUOL (National University of Laos), LJI (Lao-Japan Institute)
- Work schedule (cooperation period): September 2019 to August 2022 (total of 36 months)

1.4 Promotion structure of these activities

The Project is considered as a project jointly operated by the Japan side and the partner country side (NUOL, which is the C/P), and one Chief Advisor and one Business Networking/Project Coordinator are assigned as JICA experts. On the Lao side, about 40 staff members, including the local director, are assigned to LJI. (Including the Japanese Language and Mutual Understanding Promotion Department).

On the Consultant side, as shown in the figure below, the consultant assigns a expert in charge of business course management (Coordinator / Course Operation Management) to this project under the Project Manager who gives cross-sectional supervision to the planning and management of the Business Courses at four centers in three countries, and support the planning and operation of

Business Courses as appropriate to LJI's current situation and issues, etc., and discuss and make various adjustments regarding the assignment of Japanese lecturers.

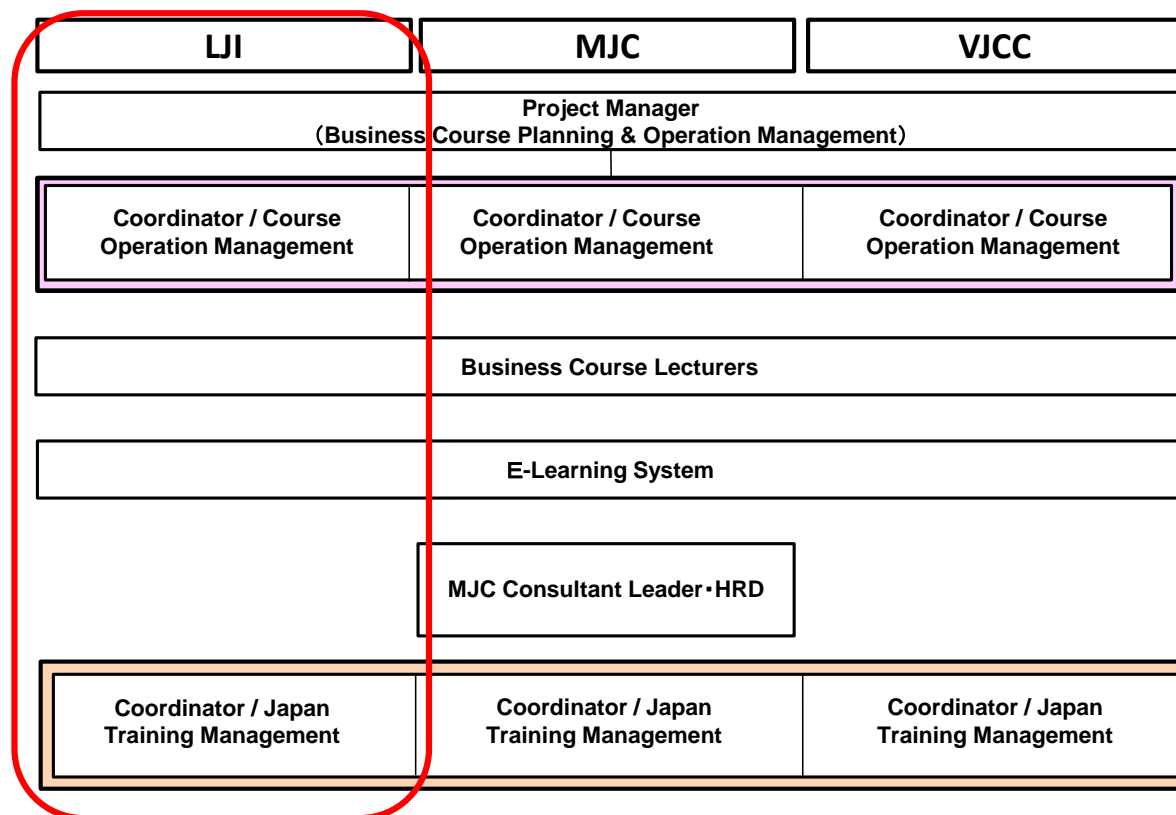


Figure 1 Structure for the Promotion of Japan Center Business Course Implementation1

1.5 Work Implementation Flowchart

The work implementation flowchart is as shown in next page.

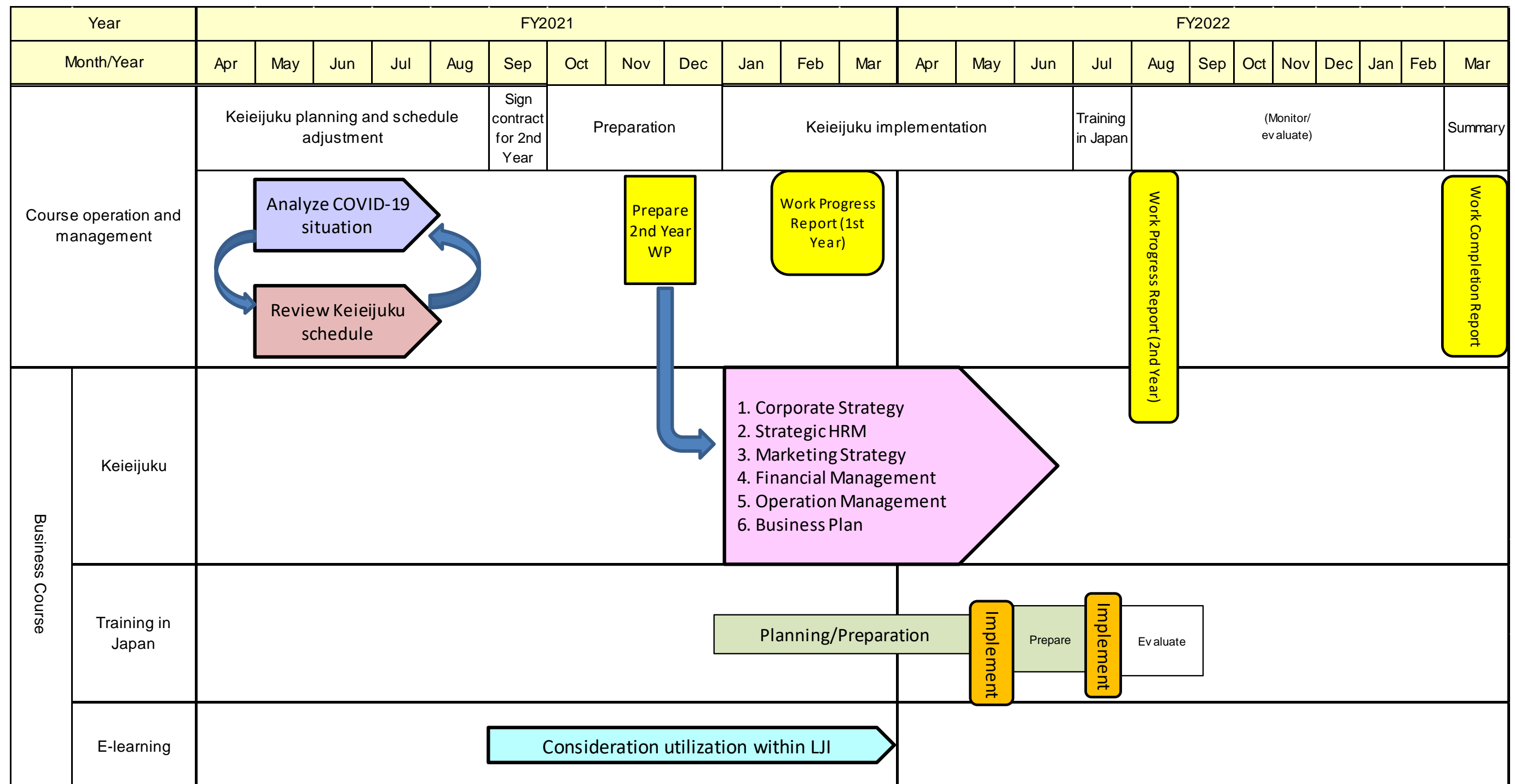


Figure 2 Work Implementation Flowchart2

2. Activity Results

2.1 Business Course Structure of LJI

The Business Course at LJI mainly includes the MBA Program, conducted in collaboration with NUOL which aims to continuously produce talented business people who will become leaders in the domestic industry of Laos; KEIEIJUKU, which aims to raise the awareness and capabilities of top management and executives in a more practical manner, and to develop young management personnel with an international perspective and excellent management sense; the Regular Program, which fosters managers and entrepreneurs who take the initiative in tackling new management issues and have a new sense of management; and Tailor-Made Program, which plans and implements human resource development programs that meet the needs of specific companies. During this project period, the consultant, in consultation with LJI, supported planning, operation, and implementation of the KEIEIJUKU and training in Japan.

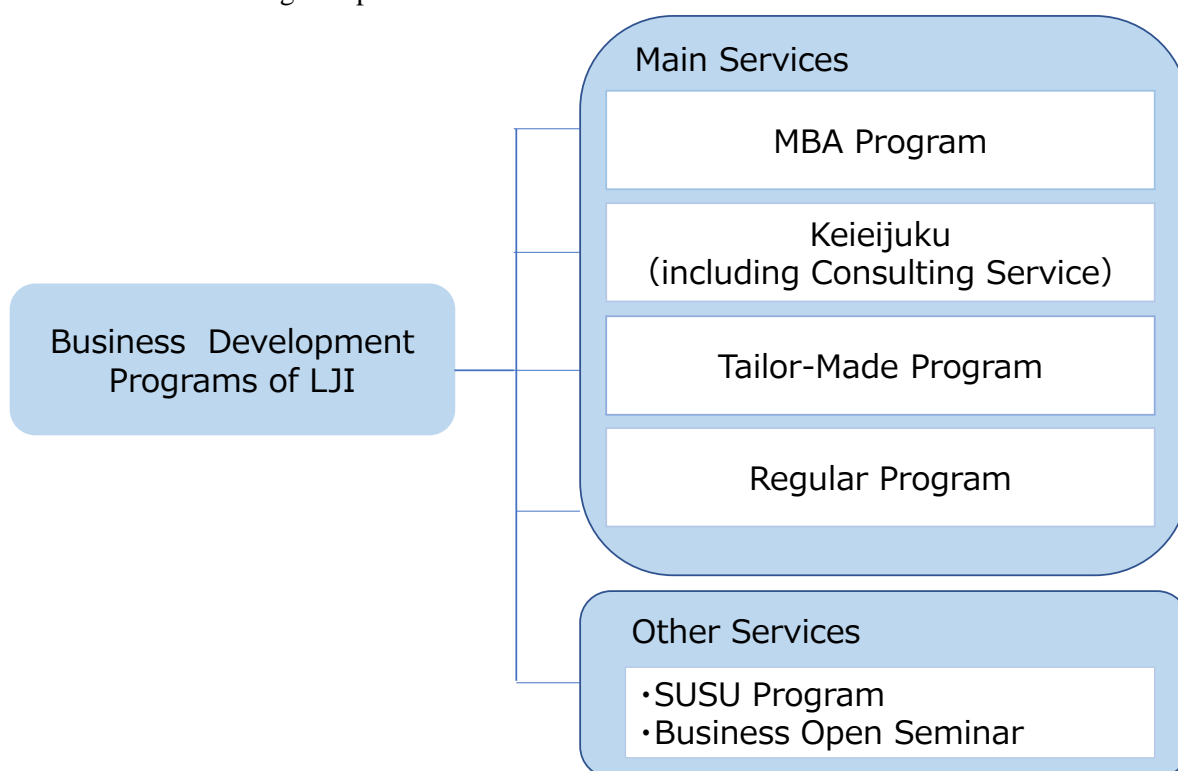


Figure 3 Structure of the Business Course Program Implemented by LJI3

2.2 Implementation of KEIEIJUKU

2.2.1 Implementation of KEIEIJUKU Lectures

This Final Report describes the KEIEIJUKU program's implementation status from January to June 2022, specifically including an overview of the courses taught by Japanese lecturers and the results of participant evaluations. The plan was to dispatch lecturers for all lectures to conduct in-person

lectures. However, due to the COVID-19 situation in Laos and travel restrictions, all lectures ended up being delivered remotely via zoom. To promote participants' understanding of lecture content and facilitate active learning, online classes were incorporated that utilized breakout rooms to facilitate group work, exercises, and case studies. Note that when the KEIEIJUKU was established at LJI, the target enrollment was 20 people in view of profit margins. However, enrollment for 5th KEIEIJUKU tended to be low as primarily only online classes could be conducted due to the COVID-19 situation, and there was little possibility of participation in Training in Japan. Nevertheless, due to the promotional efforts of LJI staff, specifically, utilizing SNS tools such as Facebook, as well as actively promoting the program to KEIEIJUKU and MBA program graduates, the Lao National Chamber of Commerce and Industry, Laos Businesswomen's Association, Lao SME (Small and Medium Enterprise Promotion Association of the Lao PDR), and others, the course was able to enroll nine participants. Table 2 shows the duration and structure of each course. Individual consultation, which began in the 4th Batch upon request, continue in the 5th Batch.

Table 2 Implementation Results of KEIEIJUKU (January to June 2022)2

No.	Subject	Lecturer	Implementation period	Class structure
1	Corporate Strategy	Akifumi NAKANISHI	1/10-1/14	6 hours × 5 days
2	Strategic Human Resource Management	Kyoko YAMAZAKI	2/21-2/25	6 hours × 5 days
3	Marketing Strategy	Masakazu HIRAKAWA	3/14-3/18	6 hours × 5 days
4	Financial Management	Rie SHINOZAKI	4/18-4/22	6 hours × 5 days
5	Operations Management	Mitsuo TAMADA	5/16-5/20	6 hours × 5 days
6	Business Plan	Akifumi NAKANISHI	6/13-6/17	6 hours × 5 days
Total				6 times

Subject	Corporate Strategy
Lecturer	Akifumi NAKANISHI
Class structure	6 hours × 5 days online classes (remote training)
Course outline and implementation goals	Aiming for proficiency in specific corporate strategy formulation methods, participants set a management philosophy and vision from the outline of a company's management strategy, learn the theory behind various management strategy frameworks through multiple practical exercises, and deepen their knowledge through a variety of practical exercises and group discussions designed to facilitate the practical application of learned concepts.
Expected outputs (attainment targets)	Participants are expected to develop the strategic approaches, mental focus, and practical skills assumed for each case through multiple exercises and case study discussions.
Implementation	Throughout the lecture and consultation, participants actively asked

results and attainment status	<p>questions and demonstrated a willingness to learn.</p> <p>To respond to questions posed during and after the lecture, the lecturer provided insight and explanations on the line of thinking and helpful pointers while incorporating real-world examples, which allowed participants to formulate their own strategies.</p>
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Subject	Strategic Human Resource Management
Lecturer	Kyoko YAMAZAKI
Class structure	6 hours × 5 days online classes (remote training)
Course outline and implementation goals	Human Resource Management, a foundation of management, needs to be considered strategically in order to prevail in the competition between companies. This course teaches participants the relationship between corporate strategy and Strategic Human Resource Management, and teaches them the skills to apply personnel strategies to personnel policies.
Expected outputs (attainment targets)	Learn strategic human resource management systematically, and take-home hints to solve your own business problems and lead to competitive advantage through organizational capabilities, as well as be able to connect it to your own business.
Implementation results and attainment status	Despite being held online rather than in a group setting, the small number of participants made it possible to communicate more closely with all participants and assess their comprehension. Participants were divided into two groups for group discussion, which allowed for effective practical learning and was extremely well received by participants, allowing the course to largely achieve its goals.

Subject	Marketing Strategy
Lecturer	Masakazu HIRAKAWA
Class structure	6 hours × 5 days online classes (remote training)
Course outline and implementation goals	With a special focus on real-world examples from Laos' industry, participants learn how to formulate a well-defined marketing strategy. Participants will also learn how to lead successful negotiations and handle contractual issues in international business scenarios.
Expected outputs (attainment targets)	Participants can understand the market-in approach and pragmatic marketing frameworks that I've driven by customer needs and pain points, and are able to generate ideas on how to apply them in practical situations.
Implementation results and attainment status	<p>The course achieved a high participation rate and evaluation by participants, and the unique case studies introduced were reflected in the self-initiative and interest that was observed in many of the participants.</p> <p>The course has generally achieved its goal, as evidenced by the fact that participants individually followed the 5-step approach framework and were able to deepen their understanding through the lecture + consultation format.</p>

Subject	Financial Management
Lecturer	Rie SHINOZAKI
Class structure	6 hours × 5 days online classes (remote training)
Course outline and implementation goals	Through hands-on study interspersed with case studies, participants learn how to interpret macroeconomic trends in Japan as business managers, how to develop an investment strategy based on these trends, and how to utilize financial statements.
Expected outputs (attainment targets)	(1) Participants will gain the basic knowledge of finance that is required of managers and corporate leaders. (2) Participants will be able to use their financial knowledge to analyze the current situation and make appropriate decisions.

Implementation results and attainment status	Being designed as an interactive lecture with extensive use of zoom tools such as chat and breakoutrooms, the course was able to deepen understanding among participants. As evidenced by participant evaluation and questionnaire results, participants were able to learn the basic financial knowledge required of managers and corporate leaders. The course has generally achieved its goal, based on the fact that participants were able to use their financial knowledge to analyze a current situation and make appropriate decisions.
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Subject	Operations Management
Lecturer	Mitsuo TAMADA
Class structure	6 hours × 5 days online classes (remote training)
Course outline and implementation goals	While incorporating examples from Japanese companies, participants learn production and operation management methods, productivity improvement, and how to use kaizen to improve the quality of products and services. Participants learn in a practical format through group work, etc., to ensure they are able to contribute to the development and improvement of their companies. The course is targeted not only at manufacturing companies but also at service companies and other industries.
Expected outputs (attainment targets)	The production and operation management methods learned in the lectures will be used by the participants in their respective organizations, and the kaizen effect will be reflected.
Implementation results and attainment status	Because the lecture content was designed as a group exercise in a group training format, some participants found it difficult to work independently. It would be a stretch to say that everyone achieved the goal. However, we can expect the three people who participated consistently to be able to implement improvements.

Subject	Business Plan
Lecturer	Akifumi NAKANISHI
Class structure	6 hours × 5 days online classes (remote training)
Course outline and implementation goals	This lecture begins by defining the importance of developing a realistic business plan and how to set goals based on each participant's level of understanding and background objectives. After establishing this foundation, teaching content focuses on teaching prerequisite knowledge and concepts that contribute to creating an appropriate and realistic business plan. Participants will also gain a better understanding of how to apply concepts in relation to various constraints, business environments, and events. Through discussions based on multiple case studies, this course provides not only a deeper understanding of its content but also practical skills.
Expected outputs (attainment targets)	Participants are expected to learn different approaches and concepts based on the importance of developing a business plan and their own background objectives, while also developing practical skills for preparing a realistic business plan.
Implementation results and attainment status	While incorporating real-world examples, participants were given ideas and advice on how to improve the preparation and rough drafting of business plans based on the questions received not only during the lecture time but also during the consultation. As a result, the targeted level of understanding among participants was generally achieved. Nevertheless, only some participants were able to complete the task of preparing an actual business plan, while the majority of the participants appeared to have failed to obtain the desired result, raising concerns about the development of practical skills.

Table 3 Evaluation results of KEIEIJUKU from participants³

No.	Subject	Lecturer	Evaluation results from participants (Out of 100 points)		
			Lecturer's teaching methods	Learning outcomes	Overall assessment
1	Corporate Strategy	Akifumi NAKANISHI	91	91	91
2	Strategic Human Resource Management	Kyoko YAMAZAKI	94	92	93
3	Marketing Strategy	Masakazu HIRAKAWA	94	93	93
4	Financial Management	Rie SHINOZAKI	92	94	93
5	Operations Management	Mitso TAMADA	92	92	92
6	Business Plan	Akifumi NAKANISHI	92	93	92

* Participant questionnaires are performed for all course participants at a local level after a series of courses. The items in the questionnaires are eight items related to the lecturer's teaching methods (Organization of lecture / Quality of presentation skills / Quality of visual aids / Quality of additional notes/Textbook / Ability to stimulate interest / Ability to answer questions / Ability to elicit thinking / Overall teaching effectiveness) and five items related to learning outcomes (Clear understanding / Get new knowledge / Critical thinking skill / Useful to present work/business / a Applicable to future work/business). The five-point scale for each is then replaced with a 100-point scale and recorded.

2.2.2 Implementation of KEIEIJUKU Consultations

Following the pattern of 4th KEIEIJUKU, consultations in 5th KEIEIJUKU were held the week following each lecture for a maximum of 1 and a half hours per company that requested it, and Japanese lecturers provided advice and supplementary lectures on individual issues and questions about the lecture content. The consultation process is summarized below.

Table 4 Results of the KEIEIJUKU Consultation (January to June 2022)⁴

No.	Subject	Lecturer	Implementation Period	Implementation Time	No. of Companies
1	Corporate Strategy	Akifumi NAKANISHI	1/17-1/21	1.5 hours for each company	6 companies/ 7 persons
Details	For specific issues faced by a company or questions regarding lecture content (e.g., family business issues, how to ensure business continuance in a competitive market, business strategy formulation, business plan formulation), a consultant provided advice and additional explanations.				
2	Strategic Human Resource Management	Kyoko YAMAZAKI	2/28-3/4	1.5 hours for each company	6 companies/ 8 persons
Details	For specific issues faced by companies or questions regarding lecture content (e.g., recruitment ads, reducing staff turnover, organizational restructuring due to regional expansion, how to utilize new employees), a consultant provided advice and additional explanations.				

No.	Subject	Lecturer	Implementation Period	Implementation Time	No. of Companies
3	Marketing Strategy	Masakazu HIRAKAWA	3/21-3/25	1.5 hours for each company	7 companies/ 8 persons
Details	For specific issues faced by a company or questions regarding lecture content (e.g., Marketing strategy for imported product sales, pragmatic marketing framework, new business entry, formulating a strategy for entering a new market), a consultant provided advice and additional explanations.				
4	Financial Management	Rie SHINOZAKI	4/25-4/29	1.5 hours for each company	6 companies/ 7 persons
Details	For specific issues faced by companies or questions regarding lecture content (e.g., cash flow management, reviewing the qualifications of management accounting staff, pricing of IOT-related services and equipment sales), a consultant provided advice and additional explanations.				
5	Operations Management	Mitsuo TAMADA	5/23-5/27	1.5 hours for each company	3 companies/ 4 persons
Details	For specific issues faced by a company or questions regarding lecture content (e.g., production planning, material procurement, inventory management methods, POS systems, QC, TQM, process management), a consultant provided advice and additional explanations.				
6	Business Plan	Akifumi NAKANISHI	6/13-6/17	1.5 hours for each company	4 companies/ 5 persons
Implemented content	For specific issues faced by a company or questions regarding lecture content (e.g., suggestions to improve business plans, ideas for new businesses and branding, how to effectively work with business partners, etc.), a consultant provided advice and additional explanations.				

Although individual consultations were not evaluated, given the fact that lecturers with highly positive lecture evaluations had more consultation applications, we can infer that the number of consultation applicants reflects the evaluation of the lecturer. Consultations were not only limited to individual company issues, but also allowed the verification of lecture content in some courses where online study alone made it difficult to understand concepts, which improved participants' understanding of the lectures.

2.2.3 Implementation of KEIEIJUKU Follow-up Seminars

Primarily to provide follow-up to KEIEIJUKU graduates, a marketing-related seminar was conducted using a half-day of the consultation period. Social networking tools such as WhatsApp and LJI's Facebook page were used to boost awareness of the follow-up seminars among graduates, and information was also sent to Lao SME, with which LJI has a partnership.

Based on requests from disciplines, the theme of this year's seminar was "Strategic Marketing under the Influence of COVID-19 - Learning from the Real Case Studies from SMEs in Japan." By introducing examples of how Japanese SMEs have expanded their businesses during the COVID-19

pandemic, the seminar aimed to provide participants with reference materials for considering how to develop future plans and strategies. The seminar was attended by 11 KEIEIJUKU graduates, 4 participants from the regular and tailor-made programs, 2 LJI staff members, and 9 other attendees.

Table 5 Results of KEIEIJUKU Follow-up Seminars (January-June 2022)5

No.	Content	Lecturer	Implementation Period	No. of Participants
1	Under the influence of COVID-19 “Learning from the real case studies from SMEs in Japan”	Masakazu HIRAKAWA	2022/3/22	26

2.3 Training in Japan

2.3.1 Outline of Activities

Training in Japan was postponed due to the spread of COVID-19. However, with the more recent easing of entry into Japan, including the quarantine period, LJI, JICA headquarters, and relevant organizations held discussions that led to the decision to hold Training in Japan with 21 participants, comprising 3rd KEIEIJUKU graduates and outstanding participants in the MBA program. The training ended up with 17 participants. Training took place primarily in the Kyushu region from August 9 to 21, 2022. (See training schedule below)

Table 6 Program Schedule6

Date	Timeslot	Category	Training Theme	Training Site / Lecturer
8/9 (Tue)	Arriving in JP			
8/10 (Wed)	10:00-12:00	Introduction	JICA Briefing	JICA Tokyo Briefing Staff
	13:30-14:30	Introduction	Program Introduction	Yuri MITO (REI)
	14:30-17:00	Introduction	Orientation: Review of how participants applied the knowledge gained through KEIEIJUKU to improve their own businesses.	Hiroshi SUGAWARA (REI)
8/11 (Thu)	All Day	Sightseeing	Japanese cultural experience (Sensoji, etc.)	Yuri MITO (REI)
8/12 (Fri)	10:00-12:00	Lecture	Program Orientation (Politics and Government, Q&A)	Chikushi Jogakuen University Morio WATANABE
	13:30-17:00	Discussion	Goal Setting	Hiroshi SUGAWARA (REI)
8/13 (Sat)	All Day		Self-study	

Date	Timeslot	Category	Training Theme	Training Site / Lecturer
8/14 (Sun)	Afternoon		Travel: Tokyo - Fukuoka	
8/15 (Mon)	9:30-12:30	Lecture	Company Visit (Human Resource Development) SEKI FURNITURE Co., Ltd.	Fumihiko SEKI
	13:00-14:00	Sightseeing	Oki Rest Area	
	14:45-16:30	Sightseeing	Kurume Rest Area	
	17:00-18:00		PCR-Test	
8/16 (Tue)	10:45-12:40	Lecture	Company Visit (Quality Control) SUNTORY Kyushu Kumamoto Factory	
	14:30-16:00	Sightseeing	Kumamoto Castle	KUMAMOTO VOLUNTEER TOURGUIDES
8/17 (Wed)	9:00-12:00	Lecture	Company Visit (Consideration for the Environment and Corporate Management / SDGS) Shabondama Soap Co., Ltd.	Michio TAKAHASHI
	14:30-15:30	Practice	1-min rehearsal for company introduction	Yuri MITO (REI)
	16:00-18:30		Business Networking Event	
	16:10-6:50	Lecture	Business Opportunities in Lao PDR	Bounthanom MEKDALA
	17:00-17:30		Introduction of LJI and participating companies	Southanom PHINSAVATH
	17:30-18:25		Business Networking	
8/18 (Thu)	10:00-12:30	Lecture	Company Visit (Branding) FUKUYA Co., Ltd.	Hiroshi NISHIKAWA
	Afternoon		Travel: Fukuoka to Tokyo	
8/19 (Fri)	9:30-12:00	Lecture	Company Visit "Business Strategies" TANITA corporation.	Shunsuke TOMIMASU
	14:00-16:30	Lecture	Company Visit (Human Resource Development) Matsuzaki Matrixtechno Co., Ltd.	Taro MATSUZAKI
8/20 (Sat)	9:00-11:30		Review	Hiroshi SUGAWARA (REI)
	13:30-16:00		Training Summary (Presentation of new awareness, learnings, and action plans)	Hiroshi SUGAWARA (REI)
	16:00-17:00		Evaluation	Yuri MITO (REI)
8/21 (Sun)	Leaving JP			

Companies were not visited during the week that participants arrived in Japan. Instead, an orientation was conducted as it was critical to take appropriate health precautions when resuming company visits in Training in Japan during the COVID-19 pandemic to make it easier for companies to accept the participants. During the orientation, each participant was given sufficient time to reflect

on their efforts to incorporate the lessons learned at KEIEIJUKU after its conclusion, as well as to set individual goals in preparation for company visits. Comprehensive measures were implemented, including regular body temperature checks to assess participants' health conditions, and ensuring that each participant wear a mask and their hands disinfected at each company visit.

To prepare to resume planning of Training in Japan, a questionnaire survey on training content was administered to intended participants, and based on the results, lecturers were chosen based on the themes related to Management Philosophy, which is in high demand given the issues faced by participants, as well as Corporate Strategy, Strategic HRM, and Marketing. Cultural training was also provided between company visits to familiarize participants with Japanese culture, including traditional Japanese architecture and temples. In addition, to take full advantage of the Lao businesspersons' visit to Japan, business events were planned and implemented with the goal of creating opportunities for business development and ongoing collaboration between Japanese and Lao companies. In Fukuoka and Kyushu where Training in Japan was held, a business exchange meeting ("Business Exchange Meeting with Lao Business Managers and Executives in Hakata") was planned and held using a "world café" format, including a lecture on the business environment in Laos by Mr. Bounthanom Mekdala, Second Secretary of the Embassy of Lao PDR to Japan.

2.3.2 Company Visits

An orientation was held prior to the company visits, where each participant considered and presented to the group what they wanted to learn and hear during the company visits in view of issues at their own company. This resulted in highly meaningful company visits, as many participants actively asked questions and made suggestions when visiting the destination company. In terms of specific examples, at Seki Furniture Company, there was a specific talk about the practice of "management by entrusting employees," which served as a useful reference for solving the human resource development problems that many Lao companies face. There was also a specific talk at the Shabondama Soap Company about how they overcame unprofitability by shifting toward more health-conscious and environmentally friendly products and are now turning a profit. These were especially well received by participants.

On the company side, the program's success was also reflected in the increased interest in partnerships shown by the visited companies. At one of the companies visited, time was set aside after training to exchange business cards between the participants, lecturer, and staff of the overseas business division. After the participants returned to Laos, an overseas business division member contacted them via email, and the Consultant acted as an intermediary to encourage the participants to respond to the contacting person. The contact was also introduced to the long-term expert in charge of business networking at LJI in order to help facilitate the company's expansion into Laos.

2.3.3 Business Networking Event

"Business Exchange Meeting with Lao Business Managers and Executives in Hakata"

Date held: August 17 (Wed), 16:00-18:30 Venue: Hotel Monterey La Soeur Fukuoka

Mr. Bounthanom Mekdala, Second Secretary of the Embassy of Lao PDR to Japan, delivered a lecture to familiarize Fukuoka companies with the business environment in Laos, which is not widely known. In order to maximize the effectiveness of the business exchange meeting between Lao and Fukuoka companies, a list of participating Lao companies was released ahead of time, and to make it easier to understand for participating Japanese companies, listed companies were grouped by similar industries, and each Lao company was given a one-minute introduction. This enabled the participating Japanese companies to quickly identify which Lao companies they were interested in. A world café format was adopted for the exchange meeting, distributing participants to tables based on industry.

Table 7 Schedule of Business Networking Event7

Timeslot	Content	Lecturer (Titles Omitted)
16:00-16:10	Opening remarks	JICA
16:10-16:50	"Business Opportunities in Lao PDR" • Introduction of measures to encourage investment in Laos • Trends and benefits of Japanese companies with a presence in Laos	Second Secretary of the Embassy of Lao PDR to Japan: Bounthanom MEKDALA
16:50-17:00	Q&A session	Participating companies from Laos
17:00-17:30	Introduction of (LJI and participating companies from Laos	Deputy Director of LJI: Southanom PHINSAVATH Participating companies from Laos
17:30-18:20	Participants' exchange meeting	Participating companies from Japan and Laos
18:20-18:30	Closing Remarks and Adjournment	Deputy Director of LJI: Southanom PHINSAVATH

Despite the COVID-19 situation, a business networking event was held in Fukuoka City, which was attended by 17 companies/organizations, the majority of which were from Fukuoka Prefecture. The Laos Business Environment Seminar and Business Exchange Meeting were also completed successfully.

Follow-up activities related to this event also resulted in some cases where Japanese companies invested in Laos and were introduced to LJI. One of the business operators intending to attend the event was unable to do so due to becoming infected with COVID-19; however, we learned from his pre-registration information that he ran a business in Laos. Therefore, after the event, we contacted him, sent him materials from the day of the event, and referred him to LJI's long-term expert in charge of business networking.

This resulted in a representative from the company visiting LJI in late September 2022 with the manager of a local restaurant. They met with LJI's director, the CA, and the long-term expert in charge of business networking to explain the company and its operations in Laos. This meeting has led to a continuous exchange of information with LJI. Additionally, an executive from a company that interacted with a participant company at the business networking event has also contacted one of the participant companies. They have already agreed to meet in Vientiane in the near future, and further business partnership is expected. Similarly, one of the participating companies has contacted executives in Fukuoka to discuss renewable energy such as solar power, and future progress should be followed up on.

2.3.4 Course Summary and Results Presentation

During the first half of the session, each participant organized their new awareness and learnings, shared them within their group, and summarized them on individual and group sheets. In the second half, each group gave a 5-minute presentation on their learnings, and everyone gave a 3-minute presentation on their learnings and action plan. Initially, only group presentations were scheduled. However, after receiving requests to set aside time for individual presentations, it was quickly decided to hold individual presentations as well. In addition to sharing the various new awareness and learnings gained from company visits, this allowed participants to present specific practices that they intend to incorporate into their own businesses, thereby promoting info-sharing among participants. It was also beneficial for course leaders and administrators to better understand the new awareness, learnings, and future action plans of each course participant. The overall training structure and program achieved an average score of 4.6 out of 5, demonstrating the high level of satisfaction among participants. With regard to achievement of the training objectives, 17 of 17 participants responded "fully achieved" or "achieved," demonstrating that the training objectives were achieved.

For more details on participant assessments and the business networking event questionnaire results, please refer to the separately attached Implementation Report on LJI KEIEIJUKU 3rd batch training in Japan (Japanese only).

2.4 Technical Transfer to Local Lecturers

2.4.1 Outline of Activities

During KEIEIJUKU, the local lecturer candidates listed in the table below provided interpretation, supplementary explanations, and group exercise facilitation in each subject area. For Strategic HRM, which needs to be based on the culture and business customs unique to Laos, and Financial Management, which is based on tax systems unique to Laos, the responsibilities of local lecturers were clearly defined, enabling them to successfully provide explanations and handle lectures and class exercises.

Table 8 List of Candidates for Local Lecturers8

Subject	Lecturer	Candidates of Local Lecturer
Corporate Strategy	Akifumi NAKANISHI	Mr. Phonekeo CHANTHAMARY
Strategic Human Resource Management	Kyoko YAMAZAKI	Ms. Southanom PHINSAVATH
Operations Management	Mitsuo TAMADA	Ms. Southanom PHINSAVATH
Marketing Strategy	Masakazu HIRAKAWA	Ms. Khamphouy VILAYSOUK
Financial Management	Rie SHINOZAKI	Ms. Phanphasa LOMCHANTHALA
Business Plan	Akifumi NAKANISHI	Mr. Phonekeo CHANTHAMARY

2.4.2 Activity Results

Due to the inability of dispatching lecturers, remote lectures were held online, with local lecturer candidates serving as assistant lecturers (also serving as interpreters). Especially in Strategic Human Resource Management and Financial Management, local lecturers were responsible for providing additional explanations based on Laos' local situation, and also taught a portion of the lectures. Given that participant comments indicated that this helped them gain a deeper understanding of the lecture content and that they were able to apply it to their own company's (or own) initiatives, we can conclude that local lecturers fulfilled the roles expected of them.

The Consultant was able to confirm that local lecturers are becoming more capable of handling certain tasks on their own. In financial management, for example, the local lecturer has been able to independently prepare lecture materials on the local tax system, as well as teach lectures and manage group work. In Strategic HRM, the local lecturer was able to explain the assigned tasks to participants in an easy-to-understand manner at times when the Japanese lecturer was not available, and have made progress in independently handling group work. Local lecturers have been positively evaluated by Japanese lecturers as fulfilling their roles, and they have been able to conduct some of the Strategic HRM lectures (HR evaluation systems, coaching, team building through quizzes, etc.) for various types of organizations in Tailor-Made and MBA courses.

In the future, the Consultant will exchange ideas with local lecturer candidates and consider the best approach to achieving technical transfer while taking into account participants' feedback on local lecturers.

2.5 Activities Related to Common Work

2.5.1 Support for PR Strategies and PR Activities

In the First Term contract, consultant lecturers carried out specific improvement support activities with a focus on pamphlets and the website. In this Second Term, based on the support provided in First Term and under the follow-up guidance of long-term experts, LJI's IT staff played a key role in developing pamphlets. Improvements to the website are also being made based on lessons learned when the person in charge or support staff were receiving assistance. The Japanese- and English-language versions of these materials were used as explanatory materials for companies visited during Training in Japan in August. They were also used as introductory materials for the Japanese companies that attended the business networking event. These materials will be used in future Training in Japan programs, as well as in Laos for collaborations with local BDS organizations and promotional activities for the Japan Center. In addition to the existing videos and SNS tools aimed at introducing KEIEIJUKU, a promotional video featuring Japanese lecturers is also planned for the future.

2.5.2 Support for E-Learning System Introduction

For the introduction of the e-learning system, the outline and user manual for introducing the system have already been explained to LJI top management and JICA long-term experts via an online presentation during the First Term. The policy and direction are to be decided after assessing e-learning's relationship with the learning management system (LMS) that NUOL is considering implementing. However, due to the spread of COVID-19, discussions have not progressed due to restricted access to facilities, etc., and the decision has been delayed. Since NUOL's policy had not been decided as of August 2022, after the completion of the Second Term contract's activities, support for this work will be taken over by the subsequent project.

3. Issues, Approaches, and Lessons Learned through the Implementation and Management of the Program

3.1 KEIEIJUKU

3.1.1 Issues

(1) Issues in Online Lectures

1) Until entry restrictions into Laos are eased, due to constraints that include government stay-at-home requests due to COVID-19; the difficulty of dispatching highly-experienced Japanese lecturers to Laos, which is KEIEIJUKU's strong point; and the inability to hold classes at LJI in a group, in-person format, there was no choice but to implement a remote learning format delivered online.

2) Although the remote training was time-efficient because participants could attend from the comfort of their own homes or businesses, it had its drawbacks. Even when calling on participants via the assistant lecturer, it was difficult for the Consultant to know whether participants were paying attention to the lecture because most had their video turned off and the lecturer was unable to monitor their reactions. In fact, several times the participants were preoccupied with their own work or were away from their computers and did not respond when the lecturer called on them.

3) Due to the emphasis on lectures, case studies, and individual independent work, only three of the nine participants were able to present their business plans, although all were asked to prepare them. Judging from the results, developing business plans is unrealistic without group work exercises and local lecturer support.

4) LJI is stepping up its efforts in public relations and promotional activities. However, the spread of COVID-19 was likely a key underlying factor that discouraged enrollment due to the difficult operational environment among target participant companies, training needing to be conducted online until the end of 5th batch due to travel restrictions, etc., and uncertainty over whether Training in Japan would be held. Specifically, during the project period, 18 people enrolled in 3rd KEIEIJUKU, 15 people enrolled in 4th KEIEIJUKU, and 5th KEIEIJUKU did not even meet the enrollment criteria of 10 participants, forcing the enrollment period to be extended. Now that travel restrictions have been eased, the biggest concern is whether or not the next KEIEIJUKU will be able to reach the target of 20 participants.

(2) Issues Regarding Local Lecturers

Since, in some cases, it is difficult to adapt the company case studies to Laos' current situation, local lecturers are needed to provide a more relatable additional explanation by substituting a Lao example.

Because local lecturer candidates at KEIEIJUKU have already observed lectures taught by Japanese instructors as assistant instructors, they have accumulated a certain amount of experience. The goal is to use the "Teaching Guidelines" and "Standard Textbooks" created this time to promote

technology transfer so that they can teach themselves. Since most candidate lecturers are academics at NUOL who have little real-world business experience, it is essential to implement technical transfer based on the practice of 'genba' (actual place), 'genbutsu' (actual part), and 'genjitsu' (actual situation). This is why in-person lectures and in-house training have been the standard course format. However, due to the COVID-19 situation, all lectures had to be delivered remotely during the Second Term contract, preventing adequate technical transfer due to the inability to provide on-site guidance.

(3) Issues Regarding Follow-up with Participants

To compensate for the inability to provide in-person guidance at companies, during the project period, an operational evaluation criteria (Corporate Diagnosis Checklist: Appendix 2) was developed to help KEIEIJUKU participants assess issues at their own companies. This evaluation chart was created based on the premise that its users would identify and understand their own company's situation in terms of its relevance to the material taught at KEIEIJUKU. It is designed to be used as a way for KEIEIJUKU participants to identify their company's issues in advance, and then to find solutions and promote improvements later through lectures. However, because no in-person group training to teach how to use the checklist was held during the 5th KEIEIJUKU, there was no opportunity for the Consultant, LJI staff, and participants to meet and provide guidance. As a result, the Consultant was unable to provide on-the-job training to LJI staff, and it has become evident that companies are still unable to independently use the diagnostic checklist.

3.1.2 Approaches

- (1) In recruiting participants, assuming the need for online classes, LJI staff used Facebook, WhatsApp, and other social networking services, newspaper advertisements, and KJL's network to recruit participants from rural communities, which had previously been difficult for LJI under the in-person format. As a result, nearly half of the participants came from outside Vientiane city, including one from Vientiane Province, one from Xiangkhouang Province, and two from Luang Prabang Province.
- (2) In operations management, where exercises were designed on the assumption of group training, exercises that used easily accessible stationery were incorporated to ensure that each participant could partake in the online exercises.
- (3) Lecturers were encouraged to conduct exercises in groups to improve each participant's understanding. In Strategic Human Resource and Management Financial Management, group work using zoom's breakout room function was used several times a day to facilitate discussion and promote a better understanding of lecture content.
- (4) LJI's local lecturers were also encouraged to ask participants to turn on their video as much as possible to gauge their attendance and participation levels.

- (5) In Strategic Human Resource Management, local lecturers provided detailed additional explanations and led exercises on how to manage human resources based on Lao culture and business practices. In Financial Management, the local lecturer provided a full lecture on Laos-specific tax issues, and participants were given time to discuss practical matters based on lecture content, making it easier for them to apply the lecture concepts to their own efforts. Through these efforts, teaching responsibilities of a portion of the course were transferred to local lecturers.
- (6) Matters to be included in the participant list were determined through discussions between the Coordinator / Course Operation Management and LJI staff. LJI staff compiled a list of participants' names, ages, job titles, company size, industry, etc., and shared it with the consultant lecturers in advance to ensure that lecturers understood the competency levels and industries of participants.
- (7) The Consultant took measures to ensure that lecturers could review course material for each subject beforehand to avoid duplication or discrepancies in the content of each lecture. Specifically, a cloud repository was set up to allow other lecturers' course materials to be viewed before each lecturer created their own course materials. A lecture delivery studio equipped with a large display and whiteboard was also set up to enable remote lectures via zoom. LJI local lecturers and IT staff observed the lectures and rehearsed them through zoom meetings beforehand to realize an immersive and interactive lecture environment for remote delivery.
- (8) During the First Term of this contract, the preparation of pamphlets and the improvement of the LJI website were actively carried out under the supervision of the Consultant. Despite the COVID-19 situation, LJI was actively engaged in spreading awareness and promoting business courses with the assistance of a JICA long-term expert. Its activities included the production of introductory videos featuring KEIEIJUKU, the recruitment of participants via email newsletters and WhatsApp, the use of a database of students who had completed previous programs, and public relations via Facebook.

3.1.3 Lessons

- (1) The COVID-19 pandemic has prompted an even greater need for the efficient use of online tools. Activities only possible in person in the past, such as preparatory meetings and lecture monitoring, can now be accomplished from Japan using zoom. It can also be offered to deliver online lectures and e-learning courses to potential participants who live in rural areas. Even after Japanese lecturers are able to be dispatched to Lao again, the continued use of online tools such as these will be discussed with LJI as a way to promote remote and efficient work.
- (2) As stated in section 3.1.1, it was difficult to gauge whether participants, including local lecturers, were actively participating in the online lectures or whether they fully understood the lecture

content. The Consultant will consider introducing requirements for future KEIEIJUKU implementation, such as clearing a certain rate of attendance or passing a comprehension test, as requirements for graduating from KEIEIJUKU in order to increase the voluntary participation and proficiency levels of participants.

- (3) Given that the level of business experience and knowledge varies from person to person, where the lecturer teams decide to place their focus will affect participant satisfaction. At the same time, accepting a diverse range of applicants is unavoidable in order to secure the required enrollment. That is why it is important to interview applicants beforehand to clarify what they want to learn at KEIEIJUKU, and then to gauge their current level of understanding and practical experience in each subject area (using a pre-evaluation chart) and share this information with lecturers to help them in planning lectures.

3.2 Training in Japan

3.2.1 Issues

- (1) Because the training was held in the midst of the COVID-19 pandemic in Japan, despite the fact that JICA Kyushu was in charge of the training, the orientation, summary, and evaluation meetings all had to be held at JICA Tokyo. This made it difficult to obtain adequate support from JICA Kyushu, the branch responsible in the training area. Additionally, since the final training location was not in JICA Kyushu's area of responsibility, the completion ceremony and awarding of certificates of completion could not take place on the final day of the training. In lieu, LJI sent certificates to Laos later and presented them to participants individually.
- (2) In some company visits where training included a combination of factory tours and lectures, explanations during the visit overlapped with the lecture content because the person giving the lecture did not accompany the factory tour. Furthermore, because lecture time was too long, there was not enough time for Q&A sessions. This likely occurred because the lecturer did not adequately confirm in advance the flow of the factory tour and subsequent lecture.
- (3) According to the questionnaire results, the satisfaction level of Japanese companies in the business networking event was around 70%, and while they were generally satisfied with the event as a whole, their individual comments revealed that they were dissatisfied with the busy interpreters and the lack of companies available for matchmaking. Based on these comments, we can infer that issues arose with the assignment of interpreters and the dissemination of information to participating companies in Laos, which is why 30% of the companies did not rate the event highly.

3.2.2 Approaches

- (1) In addition to review and agenda-setting sessions during the orientation, in view of the world café format, participants were divided into four groups based on similar industries to facilitate a smooth exchange with Japanese companies at the business networking event. This approach helped the agenda-setting of each participant, which was done through group work before company visits, proceed smoothly and resulted in more effective learning and question-asking during the actual site visit. Listing companies by industry at the business networking event also made it easier for Japanese companies to find companies with whom they wanted to interact.
- (2) Due to the limited interaction time during the business networking event, to maximize interactions with Japanese companies, each participant from the two groups was given a maximum of one minute per person to present their company profile in the order of the participant list. Due to the tight time schedule, participants were also given time to practice their presentations during the orientation. This resulted in keeping the schedule on track while also helping Japanese companies to match the names and faces of the Lao companies they were interested in, resulting in an efficient business exchange meeting despite the limited time.

3.2.3 Lessons

- (1) When planning future training courses, it would be preferable to schedule at least the orientation, course summary, and completion ceremony at the overseeing JICA organization to allow participants to receive their certificates of completion there.
- (2) If the lecturer and factory tour guide are not the same person, they should coordinate to avoid duplication of explanations during the factory tour and to ensure enough time for a Q&A session to deepen participants' learning and awareness during the company visit. Adequate time for questions should be ensured by narrowing down explanations to specific topics.
- (3) According to the questionnaire and evaluation meeting comments on training content, some participants would have liked to visit companies more closely related to the type of companies they belong to. While it would be unrealistic to select destinations that correspond to the business conditions of all participating companies due to their diversity, every effort will be made to ensure that the content of the visits leads to solutions to issues that are common to all businesses. Specifically, for the next Training in Japan, efforts will be made to select companies that will inspire solutions to the problems frequently seen in questionnaire responses, "noteworthy points" will be emphasized and communicated in advance, and consideration will be given to the business categories commented on in the evaluation meeting.
- (4) Regarding the interpreter issue mentioned in section 3.2.1 (3) from Japanese company comments on the business networking event, it should be noted that Japanese interpreters were assigned to

each table. However, because the way Japanese companies gathered differed from table to table, there were cases where one interpreter could not cover everything. In the future, adjustments should be made beforehand so that interpreters can move from table to table depending on the number of Japanese companies gathered at each table. With regard to the Lao company matching issue, it is assumed that there was an issue with how participating Lao companies introduced their businesses to participating companies. Thus, future events should include instruction on how to present the participants' appeal points clearly and succinctly.

3.3 Operations System

3.3.1 Issues

Due to the sudden replacement of the LJI Director and the Business Course Department Director, who had been engaged in this project for many years, LJI's operations were forced to undergo a major organizational change prior to the start of the Second Term contract period. As the transition occurred at a time when the operational structure was well established and the staff had become highly motivated, there was a need for strong leadership and judgment abilities in the new director. Despite having lived in Japan for many years and understanding Japanese business practices, the new director lacked experience networking with private business organizations in Laos such as the Lao National Chamber of Commerce and Industry (LNCCI) and Lao SME. To address this, the director has spent the last year visiting such organizations in order to strengthen relationships. Furthermore, in order to improve the organization's management capacity, it is important to develop systems that fully recognize the importance of the PDCA cycle as well as the reporting and communication process.

Despite the difficult COVID-19 situation, LJI staff's efforts to implement the business course planned for this project as planned are commendable. However, in the past, employees had a passive attitude of doing what the director or department head instructed them to do, so in the new system, it is necessary to build a system that allows employees to act independently and feel a sense of accomplishment through transparency of operations through visualization and information sharing. During the previous project ("Project on Capacity Building for Supporting Private Sector Development and Japanese Investment in Lao P. D. R. (First and Second Half)"), efforts to raise staff awareness included the introduction of 3S activities LJI, making rounds to individual work sites and follow-up activities (i.e. for evaluation/awards system, etc.) the activities themselves stalled due to changes and transfers of personnel in charge and those responsible for promotion, and ultimately failed to take root.

3.3.2 Approaches

(1) Implementation of Review Meetings

Because the person in charge of Course Operation and Management were unable to travel to Laos, making it difficult to support activities locally, "course review meetings" have been held at the end of courses since 4th KEIEIJUKU. The LJI business course staff took the initiative to bring together relevant business course staff, JICA long-term experts, consultant lecturers, and course operation and management personnel to discuss problem areas, issues, and their solutions, and to establish a system that utilizes the results in the next round of courses.

(2) Regular Operation and Management Meetings with LJI staff

During the Second Term contract period, the person in charge of Course Operation and Management were dispatched to the region only once, just before the end of the contract after all KEIEIJUKU lectures had concluded. Although communication with LJI staff was initially via e-mail, the person in charge of Course Operation and Management began to schedule a time to talk with LJI staff before and after remote lectures by the lecturer in order to better understand the current situation in Laos and on the ground, and promote the smooth implementation of business courses. Monthly zoom meetings were scheduled, and LJI staff were encouraged to prepare the agendas and minutes, which resulted in more efficient meetings. Communication was maintained in this manner throughout the COVID-19 pandemic, and work was able to progress while sharing issues with local staff in Laos.

3.3.3 Lessons

Although the staff has been diligent in incorporating the consultant's advice and guidance, they still have a passive attitude towards work in general. Despite the difficult environment caused by the COVID-19 situation, the Consultant aims to improve the current situation through constant communication and to accurately understand the current situation while respecting the opinions of staff. To that end, it is essential to prepare manuals that improve the efficiency of daily operations, to provide timely advice on the importance of Ho-Ren-So (Report, Contact, Consult) among staff, including managers, and its methods, and to establish a system that is necessary to provide the kind of guidance that will lead to staff's self-initiated work. Future guidance and advice should be provided based on clear understanding the local situation in Laos through the implementation of supplementary online management meetings, even after dispatch to Laos returns to normal.

3.4 Activities Related to Common Works

3.4.1 Issues Related to Supporting PR Strategy and PR Activities

Future issues to address include how to implement the provided templates and advice; how to use these to prepare flyers and improve the website; and how to continue managing and developing in ways that lead to skill acquisition by support staff and others. Because LJI has highly capable IT staff,

it is essential to provide regular advice and guidance from Japan, as well as follow-up by JICA long-term experts.

3.4.1 Issues for Support for E-Learning System Introduction

The LJI was initially hesitant to implement an e-learning system due to concerns about its teaching content being leaked and the impact on recruiting participants for LJI's business courses. However, it decided to reconsider that stance after several briefings on the overall system and user manual. Nevertheless, LJI later requested that the system be made compatible with the LMS (Learning Management System) that NUOL will implement, and no decision has been reached due to the university still awaiting a policy decision.

4. Achievement of Project Purpose and Recommendations

4.1 Achievements and Attainment Status of Consultant Activities in accordance with PDM

The table below shows Consultant activities for the project period (January to August 2022).

Table 9 Activities Aimed at the Expected Achievements and Results⁹

Activities	Achievement
Output 1 Lao core human resources for industry are developed at LJI.	
1-1 Revise the curriculum of business courses (KEIEIJUKU, Start-up Course, Customized courses, Tailor-made courses) which targets business owners and entrepreneurs.	In 2021, from Fourth Batch, "Operations Management" was added to the original KEIEIJUKU curriculum. In addition, "Individual Consultations" was added to the curriculum with the goal of discussing how to put the concepts learned into practice and lead to results. The curriculum was not revised during this reporting period as KEIEIJUKU was the primary focus.
1-2 Conduct appropriate promotional activities to gather participants for business courses.	Although this area is primarily handled by the JICA long-term expert and local staff, the Consultant provided indirect assistance for promotional strategies and activities.
1-3 Conduct business courses.	Despite some classes being changed from an in-person format to a remote format due to the spread of COVID-19, all planned classes were conducted.
1-4 Strengthen a mechanism to improve quality of business courses continuously, reflecting feedback from participants.	The survey results from all courses have been shared with lecturers, and they have been requested to use this feedback to improve courses in the next academic year. The status of technical transfer and evaluation of assistant lecturers have also been added to the items reported by each lecturer.
1-5 Increase Lao instructors in charge of business courses including MBA program.	Local lecturers are assigned to all courses as assistant lecturers, and the status of technical transfer is included as a report item from the Japanese managing lecturer, as described in 1–4 above.
1-6 Plan and conduct effective Start-up program in collaboration with MBA alumni and Faculty of Engineering.	This area is primarily handled by the JICA long-term expert and local staff. Due to the spread of COVID-19, it has not been possible to dispatch lecturers or provide support.
Output 2 LJI business information and networking services are strengthened.	
2-1 Implement business networking events including workshops and seminars for Lao and Japanese business enterprises. Regularly monitor their communications of business meetings set by LJI.	During Training in Japan in August 2022, a networking event was held that included a seminar for Japanese companies and an exchange meeting between Japanese and Lao companies.
2-2 Provide career events for Lao and Japanese companies and monitor the number of new hires offered through the events.	This area is primarily handled by the JICA long-term expert and local staff. The Consultant provides the necessary support upon request. However, because the dispatch of lecturers in charge of courses was

Activities	Achievement
2-3 Disseminate local enterprise information and activity of LJI.	suspended due to the COVID-19 situation, no support activities took place during this reporting period.
2-4 Hold meetings with local governments, chambers of commerce, banks in Japan for promoting partnership.	
2-5 Provide LJI services to organizations related to JICA's other projects including ODA projects, private sector partnership programs and citizen participation program.	
2-6 Implement collaborative activities with KEIEIJUKU and MBA alumni organizations.	
Output 3 Management capacity of LJI is established which promotes innovative ideas and activities.	
3-1 Create an annual LJI business plan and annual report.	This has already been managed by LJI.
3-2 Monitor and improve financial performance regularly using QuickBooks.	The Consultant has completed the process of identifying issues and proposing solutions for the restructuring of the QuickBooks system from two perspectives: business management (e.g., budget management) and practical operations (e.g., use of QuickBooks). Due to travel restrictions caused by the COVID-19 pandemic, the Consultant has been unable to confirm the status of implementation or provide follow-up guidance.
3-3 Update database regarding LJI's customers, lecturers and related organizations regularly.	Although this area is primarily handled by the JICA long-term expert and local staff, the Consultant provided indirect assistance for promotional strategies and activities. The Consultant provides the necessary support upon request. However, because the dispatch of lecturers was suspended due to the COVID-19 situation, no actual support activities took place during this reporting period.
3-4 Create and implement a strategic marketing plan for increasing new customers and repeat customers of LJI's services.	
3-5 Promote innovative ideas and trials of these ideas within LJIs staffs and PDCA cycle for such activities are monitored.	
3-6 Improve activities to create synergies between and among the LJI services such as Business Course (including MBA), Japanese Language Course, and Cultural Exchange services.	

4.2 Degree of Achievement of Project Purpose and Recommendations

LJI becomes the center of human resource development for industry and business information and networking services.

Because the dispatch of lecturers from Japan was halted to prevent the spread of COVID-19, all KEIEIJUKU program subjects were delivered remotely. Meanwhile, with regard to activities to serve as a center for industry and business information and networking services, because it was not possible to travel to Laos in order to operate and manage courses until near the end of the Second Term contract period, it was not possible to provide the level of support planned. Nevertheless, Training in Japan was held in August 2022 for outstanding achievers in the MBA program and 3rd KEIEIJUKU participants, and opportunities for future business partnerships with Japanese companies were created through company visits and participation in the business networking event. Collaboration with Lao SME has also begun, while efforts to establish KEIEIJUKU as a business resource center have resumed. Going forward, in addition to revitalizing the networking activities of KEIEIJUKU and MBA graduates, it will be necessary to promote the establishment of KEIEIJUKU as a center for industry information and networking services for companies through business partnership follow-up by Japanese companies after Training in Japan.

4.3 Recommendations for Achievement of Overall Goal

Economic relationship between Lao PDR and Japan is strengthened by human resource development for industry at LJI.

With regard to company profiles centered on Keiei-Juku Laos (KJL), a network of KEIEIJUKU graduates, a brochure introducing LJI, covering the First through Fourth batches, has been completed under the direction of the long-term expert. During Training in Japan held in August, these brochures as explanatory materials were distributed to companies visited in Japan and at business networking events. These materials will continue to be used to introduce Lao companies to Japanese companies and facilitate networking. Training in Japan also aims to contribute to the strengthening of Japan-Laos economic relations through follow-up activities that are designed to continue or expand the business partnerships formed between the participants and Japanese companies through the program.

4.4 Recommendations for the Business Course's Management Structure

Due to the COVID-19 situation, which broke out prior to the start of the Second Term contract period, the person in charge of Course Operation Management was unable to travel to Laos until just before the end of Second Term, which made it impossible to gather sufficient information and confirm the operating structure of LJI locally. Nonetheless, during this Second Term contract period, the LJI director and JICA long-term expert (CA) played a central role in the signing of an MOU with the Lao SME. This will pave the way for students to take advantage of the business courses offered by LJI by encouraging collaboration in business activities, etc. As an MOU was also signed with the JETRO Laos office, we can expect future business networking events and other collaborative activities. On the other hand, as there has been no discernible change in the management structure of LJI activities,

systems should be developed that fully recognize the importance of the PDCA cycle as well as the reporting and communication processes.

- (1) Independence and self-management are improving at LJI, including through the localization of lecturers and the gradual forming of a management structure, but some staff members still seem to have a passive attitude. It is believed that implementing staff-related measures, such as setting annual goals for each staff member and providing them with opportunities to think about what they should do to achieve them, appointing a person in charge of each task, and delegating responsibility and authority to encourage them to be more proactive in performing their duties, will help improve the situation.
- (2) The LJI is well-recognized in Laos and has a strong presence in the market, as it has trained many highly skilled human resources, including the graduates of the 5th KEIEIJUKU and the 13th round of MBA graduates. Although each has established alumni organizations, it appears that no significant activities were carried out due to the COVID-19 pandemic that occurred near the end of Second Term. Some alumni have formed business partnerships. However, the method and content of activities should be reconsidered to promote more productive activities. One idea could be to hold business forums or open seminars while the consultant lecturers are on dispatch to establish them as a place for exchange among LJI business course graduates.

4.5 Recommendations for the Next Project

- (1) Consider expansion into local regions in tandem with offering online courses

Except for KEIEIJUKU, all practical business courses have been localized. Given the situation, it is believed necessary to consider a new system that is more suitable to the "new normal" era in order to continuously secure a certain enrollment and lay the groundwork for management, such as by capitalizing on the fact that remote lectures are now possible online to expand KEIEIJUKU to rural areas, etc. With regard to expanding into local regions, given that previous projects in Champasak and Savannakhet provinces have been relatively well-received and attracted participants for seminars and business consulting, and that an MOU has been signed between LJI and local organizations on establishing a cooperative system, it is deemed worthwhile to conduct a feasibility and needs survey in the area and re-examine the matter by discussing it with relevant organizations. Although the operational feasibility for business course management staff must also be considered, it is assumed that such expansion could also provide a venue for local lecturer candidates to practice handling lectures. This could help to raise LJI's name recognition in Laos and also contribute to Laos' future development.

- (2) Develop a local lecturer training plan

The localization of lecturers has been progressing. However, because the concept is to communicate new knowledge and experience based on 'practice' rather than 'theory', it is believed that a concrete plan for training local lecturers is required (i.e., continue to provide incremental technology transfer, including consultation as an assistant to the Japanese lecturer, and acquire practical skills through internships and Training in Japan).

(3) Introduce follow-up consultation for KEIEIJUKU graduates

Since subject-specific consultation has been available to KEIEIJUKU from 4th Batch on, there is a prominent need to follow up with participants who completed KEIEIJUKU prior to that batch. It is hoped that in the next project, half-day seminars in high-demand fields that relate to issues faced by the companies of KEIEIJUKU graduates, as well as follow-up consultations to companies that request them, will be offered for a fee.

We can expect initiatives such as these to promote awareness of KEIEIJUKU and expand revenue sources for LJI.

(4) Introduce new subjects that meet local needs

For the long-term operation of LJI, it is critical to secure the enrollment of 20 participants each year at KEIEIJUKU, however, other sources of income should also be considered. As travel to Laos became possible just before the end of the Second Term contract, the person in charge of Course Operation and Management was able to visit some SME support organizations to interview them on if and what kind of SME support they were receiving, which revealed the need to introduce new subject areas. More specifically, it highlighted the need to consider the introduction of new courses that can cover DX utilization, e-commerce, customer service, etc. These topics are in high demand among Lao SMEs and should be considered for business courses as well as KEIEIJUKU.

5. Input Results

The following table shows the results of expert input.

Table 10 Results of Expert Input10

Tasks Responsible for	Name	Dispatch Period (Including travel days)	Local P/M	Remote Training Period	Japan P/M
Local works					
Coordinator / Course Operation Management (2)	Yuri MITO	6/25-7/3	0.30	-	-
Domestic Works					
Project Manager (Business Course Planning & Operation Management)	Takao FUJI	P/M for LJI is combined with common operations and calculated as common operations			
Business Course Lecturer (3)	Kyoko YAMAZAKI	-	-	2/16-18,21-25,28, 3/3,4	0.55
Business Course Lecturer (4)	Mitsuo TAMADA	-	-	5/11-13,16-20,22- 24	0.55
Business Course Lecturer (6)	Rie SHINOZAKI	-	-	4/13-15,18-22, 25,27,28	0.55
Business Course Lecturer (9)	Akifumi NAKANISHI	-	-	1/5-7,10,11,14,17- 21 6/13-17, 6/20-21	1.10
Business Course Lecturer (12)	Masakazu HIRAKAWA	-	-	3/7-9,14-18,21-25	0.65
Coordinator / Course Operation Management (2)	Yuri MITO	-	-	-	1.10
Coordinator / Japan Training Management (2)	Yuri MITO	-	-	7/25-27	0.15
Coordinator / Japan Training Management (2)	Yuri MITO	-	-	7/28-30,8/1-6,8,9	0.55
Total			0.30		5.20

6. Results of Equipment Provision

No equipment was granted in relation to this project.

End of document

実施報告書

1. 研修の概要

- (1) 研修の名称：ラオス経営塾第3期本邦研修
- (2) 研修期間：2022年8月10日（8月9日来日）～2022年8月20日（8月21日離日）
- (3) 研修員人数：17人（内訳：研修員15人、日本センター2人）
 研修員リストは別添資料(2)参照

(4) 研修の目的

1) 本プロジェクトでの位置づけ及び上位目標

本プロジェクトでは、ラオス日本センター（以下、「LJI」）によるビジネスコースの実施等を通じ、中小企業・裾野産業を担う経営者人材の育成に係る支援を行っている。本研修では、経営者としての知見を得る為の座学に加え、企業視察やビジネスネットワーキング等、日本企業との交流を通じ、経営人材である研修員が日本式経営を学び、自身の企業運営に反映することにより、日・ラオス間の経済関係の強化に資する人材・企業の育成に資することを目的とする。

2) 研修全体概念と目的

本研修は、ラオス日本センター（LJI）による経営塾修了者及びMBA優秀者を対象とした研修である。研修全体では、講義や討議を通して学んだことを日本の現場で確認すること、中小企業の経営者がどのような活動を進めているかを確認すること等によって、ラオス国内での学習（講義と討議）を補完し、理解を深める。また、日本の経営者との意見交換を通して、経営者としての知見をさらに高めることにより、経営能力の強化とともに日ラオス間のビジネスリーダー間交流の促進による日ラオス間の産業のさらなる発展につなげる。経営塾での研修全体の概念図を図1に示す。

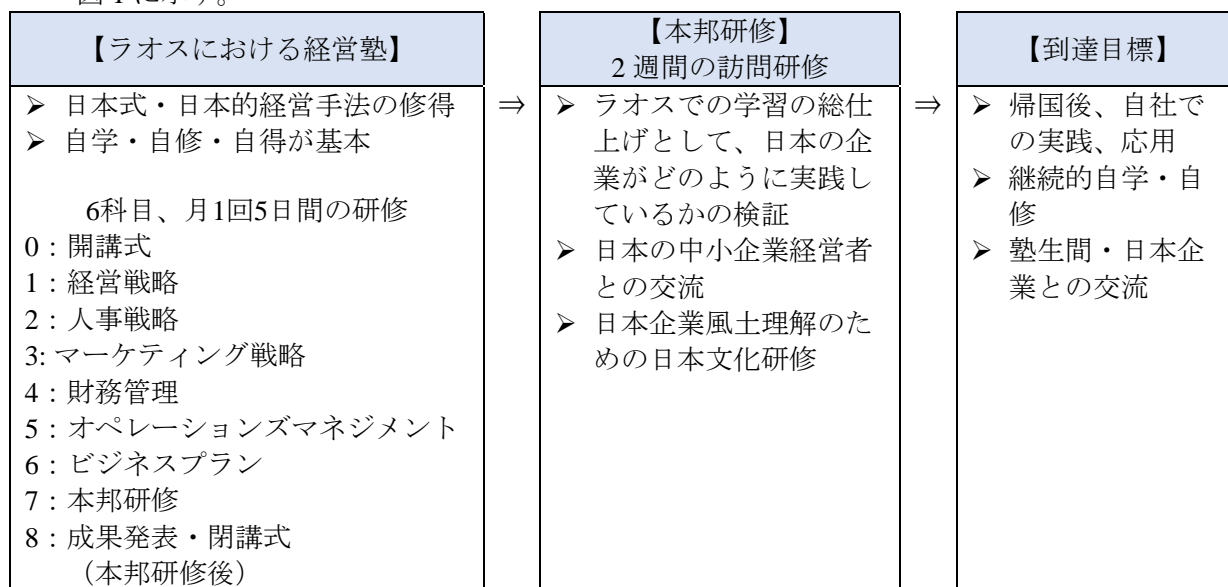


図1 経営塾 研修全体概念図

(5) 研修の内容

1) 研修デザイン

来日前	現状と理想のギャップの把握、解決すべきと考える課題の把握
研修	課題設定、研修での学び・気づき・ノウハウやアイデアの獲得
研修成果	研修での学びから課題解決への適用、活動計画の策定
帰国後の実践	活動計画の実行、トライアルアンドエラー

2) 研修日程とカリキュラム（研修内容）

研修日程は、東京で8日、福岡で4日の滞在で構成された。コロナが収束していないことから、今回のカリキュラムの特徴として、第1週目はオリエンテーションを中心とし、経営塾終了後、各企業で経営塾での学びを取り入れた取り組みの振り返りや企業視察に向けての課題設定に十分な時間を確保したことがあげられる。また、福岡や九州では知られていないラオスのビジネス環境について、在日ラオス大使館、二等書記官のブンタノム・メックダラ氏による講演を盛り込み、ワールドカフェ方式を取り入れたラオス企業経営者・幹部とのビジネス交流会を企画した。交流会の企画に当たっては、あらかじめ、ラオス参加企業リストを公開し、かつ日本企業参加者がわかりやすいよう、類似の業種ごとにグループ分けし、各ラオス企業の1分紹介を取り入れることで、参加日本企業が関心を持つラオス企業を効率よく確認できるよう工夫した。研修目標を表1に、カリキュラムを別添1に示す。

表1 研修目標と単元目標

研修目標	①経営塾で得た知識の実例を見ることで日本的経営についての理解を深め、ラオスでの活用方法について具体化する。 ②企業訪問を通じて、自己設定課題の解決方法を見出す ③日本中小事業者とのビジネスネットワークを構築する
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2. 実施結果についての所見

(1) カリキュラムの評価・改善点等

1) 研修目標の到達度

本研修で設定した研修目標と到達度については、研修最終日に研修員が記載した質問票の集計とコメント、さらに成果発表の内容や評価会で出た意見等で確認した。その結果を表2に示す。

表2 研修目標の到達度

	← 十分達成できた			達成していない →	
達成度	5	4	3	2	1
回答	13	4			

研修目標：研修員17人中17人が「十分達成できた」「達成できた」と答えており、研修目標は達成できたと言える。具体的には、「十分達成できた」と回答した13名については、研修目標の3点全てについて、十分達成できたと考えられる。また、「達成できた」という回答の4名も、質問票の回答内容や評価会での意見を踏まえても、研修目標の3点についておおむね目標は達成できた模様。

(2) 研修員による評価

1) 研修期間・カリキュラム（研修内容）

研修期間やカリキュラムについては、全員がとても良かったあるいは良かったという結果で高評価であった。2年以上本邦研修が実現できていなかったこともあり、期待度が高かったようであるが、感染対策をとりつつも、研修員の業態や課題を踏まえた視察先企業の選定や余裕を持った研修期間としたことが要因として考えられる。

2) 課題設定

研修員全員が「とても良かった」あるいは「良かった」としており、課題設定でしっかり個々の研修員及びグループワークを通じて各研修員のこれまでの事業の振り返り及び課題設定に十分な時間をとったことで解決すべき課題が明確になり、視察先での多くの質問や意見交換に繋がったと推察される。

3) 講義・視察先

企業視察先については、どの企業についても満足度が高かったところであるが、中でも事前の関心が高く、質問が多く寄せられた企業を以下に列挙する。

① 株式会社関家具

企業視察初日、課題設定のグループワークにおいて、「創業以来赤字がない」という点や「社員に任せる経営」とは一体どういうことなのかについて高い関心が寄せられていた。実際に訪問し、TVに放映された内容や社長自らの話を聞き、「常に進化しようとする姿勢の大切さ」「楽しくなければ仕事ではない、やりたいことを任す」「失敗しても文句は言わず、社長が責任を取る姿勢を見せる」などにより、社員が失敗した責任をとって辞めるなどの事例は一件もないとのこと。研修員は、感心しきりの様子であった。研修員からの質問も多く出され、親が失敗したにも関わらず、同じ家具製造業をやろうと思った理由、社長の労働時間と子育てとの両立について、社員発案のプロジェクトの実施についての意思決定のプロセス、資金調達に関する事などから、木材調達における環境配慮、（建設業を行なっている研修員の実家が家具用資材の取り扱いがあるので）日本で好まれる木材の種類についての質問もあった。関家具社長や役員もラオス木材に関心を持ったようで、取引を検討したい旨の回答があった。さらに実際にショールームで、社員が考案した新素材によるソファや一枚板の家具や板などを確認し、その質に納得しているようであった。

② シャボン玉石鹸株式会社

同様に事前に高い関心が寄せられていた。無添加石けんに切り替えた翌年に、売上や社員が10分の1以下に激減し、赤字が10年以上続いたにもかかわらず、それを乗り越え、大幅に黒字に転換した点に関心が寄せられた。工場見学後の講演において、専務取締役の高橋氏より、赤字でも信念を貫き、それまでの売上で貯めていた資金を活用し、無添加石けんと合成石けんの違いがわかるような広報を様々なメディア媒体を使い、粘りよく続けたこと、また、無添加石けんに切り替えを決定した当時の2代目社長が自らの経験をもとに無添加石けんと合成石けんの違いについての本を出したところ、次第にそれが評判となり無添加石けんが売れるようになったとの話が紹介された。研究を怠らず、石鹸の技術で世界を目指しているという話（医療系では、石鹸がどう作用するか、ウイルスやコロナの研究は10年前からやっている）や、昨今力を入れているのはSDGs活動にも関連して、石鹸と合成洗剤の違いを一般常識レベルに広めるために講演し、年間2万人程の来場者がある工場見学では、石鹸について情報提供や啓蒙活動をしている。石鹸といえばシャボン玉というブランドを築くことを目指している。研修員から様々な角度の質問が寄せられ、赤字中の資金繰り、資金の回し方、利益分配の仕方、広報の具体的な手法に関するもの（講演活動も含む）大手との差別化の方法、SDGsに向けた具体的な取組内容、顧客データ管理やターゲット層、海外への輸出量や販売戦略、人材育成に関する事等研修員の積極的な学習姿勢が見られた。

4) 実習（ビジネス交流会）

ビジネスネットワークキングとして「日本式経営を実践するラオス企業経営者・幹部とのビジネス交流会 in 博多」を福岡市内で開催した。日本企業16社・団体から17名の参加があった。イベント告知のチラシには、ラオス参加企業の概要がわかるリストを掲載、さらに当日、ラオス参加企業に1分ごとに事業紹介プレゼンをした結果、交流会での日本企業によるラオス企業へのアプローチがスムーズであった。ただし、研修員の事業分野（教育サービス、広告、デザイン関連業など）によっては、日本企業に関心が高くなく、日本企業からのアプローチがあまりなかったグループもあったため、アプローチが少ないラオス事業者にとっては、満足度が普通に留まった。一方、金融やエネルギー、製造業関連の事業者は、日本企業のアプローチが積極的であったため、満足度が高い結果となった。

5) 研修総括

午前中は各個人の気づき、学びを整理した上で、グループ内で共有し、個人用、グループ用のシートにまとめる作業をした。午後は、それを踏まえ、グループごとの学びに関する発表を5分程度及び個人の学びやアクションプランに関する発表は3分程度で発表した。当初はグループ発表だけで考えていたが、個々人の発表の時間を設けてもらいたいという希望が出たため、急遽個人発表も3分程度で実施した。その結果、訪問先ごとの様々な気づきや学び、自分の会社組織に取り入れたい具体的な内容について発表され、研修員間での共有に繋がるとともにコースリーダーや運営管理にとっても、個々の研修員の課題に関連した気づき、学び、今後のアクションプランの理解に役立った。最終的な研修員の満足度も高く終えることができた。

(3) その他気付き

1) 研修員の構成

今回参加した経営塾生（第3期）は経営者層がほとんどであったことから、MBA 優秀者と企業訪問で見る観点が違う部分もあったように見受けられた。また、業種ごとに課題も異なっていることもあったため、事前のグループワークはその点を考慮し、類似の業態や MBA で4つのグループに分けた。類似の業態のグループで課題抽出などを行ったので、議論はスムーズであったし、企業視察での学びもグループごとに整理できているようであったので、これまでの事業の振り返りや課題設定を始め、企業視察後の総括においても効果的であった。

2) 研修員の研修参加意欲・態度

本邦研修がコロナ禍により2年以上実施が遅れたこともあり、参加した研修員全員の学習意欲は非常に高かった。課題設定でも、視察先企業の特徴を踏まえ、何を知りたいか、学びたいかを、グループメンバー間でよく議論して整理をしていた。視察前の準備に時間を割いたことで、各視察先では、積極的な質疑応答や意見交換がなされた。

3) テキスト

全般的には良かったが、翻訳がわかりにくいところがあったという指摘があった他、可能であれば、英語のテキストもあった方がわかりやすいとの指摘もあった。

4) 通訳

すべての研修員が良いという評価をしており、事前に資料に目を通し、背景説明を含め、献身的に通訳されたので、一定の評価があったものと思われる。

5) 研修環境（会場・機材等）

- ① 来日後のオリエンテーションを JICA 東京で実施したが、JICA 東京より提供いただいたパソコンの使用法について説明を受けていなかったため、Zoom での接続がうまく行かず、講義開始が遅れるトラブルがあったが、その他は特に問題はなかった。
- ② 研修員の宿泊施設は、東京、九州共々個室はスペースもあるので研修員からのクレームは聞かなかった。
- ③ 研修員に配られる研修施設内のレストラン利用用クーポンカードが、外食等により使い切れておらず、研修監理員や事務方が最終的には、その使用を手助けするような状態であった。以前は、酒類やお菓子の類の販売があったが、現在はレストランで販売しておらず、クーポンカードを使い切れずに終わっているようであった。できればクーポンカードではなく、研修施設内で提供される食事代の現金化を希望するとのことであった。

(4) 課題・工夫・教訓・提言

1) 今回の研修では、日本国内でコロナ感染が広がっている中での実施のため、研修実施機関が JICA 九州にも関わらず、JICA 東京でオリエンテーション及び総括、評価会も行わざるを得なかったため、JICA 九州の担当課の十分なサポートを得るのが難しい状況であった。所管研修施設ではなかったため、修了式もできず、その場で修了証を研修員へ渡すことができなかった（後日 JICA ラオス事務所を通じて研修員に渡すことができた）。そのため、今後は、できるだけ、オリエンテーションか総括及び修了式のいずれかは、所管の JICA 機関で実施するよう行程を組むことが望ましい。

2) 教材の翻訳の精度の課題のため、英訳もあった方がいいとの指摘があったが、実際英訳も実施するとコストもかかるため、視察先企業において英語版の資料があるか確認し、ある場合には適宜それも配布するなど、対応を検討する。

3) 企業視察のうち、工場見学と講義の組み合わせで実施した株式会社ふくやであるが、講義を担当した方が工場見学には同行していなかったため、講義の際に内容が重複しているところがあり、講義時間も長かったため、十分な質問時間が取れなかった。次回の企画の際は、講義をしてくださる方も工場見学に同行していただき、重複を避けた説明をしてもらうことで、十分な質問時間を確保することが求められる。

- 4) 課題設定や振り返りを始め、ワールドカフェ方式を用いたビジネスネットワークで日本企業とスムーズに交流するため、類似の業種で参加者を4つのグループに分けた。この工夫により、課題設定がスムーズに進み、企業視察での学びや活発な質問につながった。また、ビジネスネットワークイベントでも業種別のリストを共有することにより、日本企業にとって交流をしたいラオス企業を見つけやすいものになった。
- 5) ビジネスネットワークイベントでの交流時間が限られていたことから、日本企業との交流をより効果的に行うため、参加者リストに従って、2グループごとに会場の前に並んで一人1分以内の会社概要プレゼンを行うこととした。時間厳守とするため、事前練習をオリエンテーション時と当日に行った結果、スケジュールは遅れることなく進み、参加した日本企業にとっては、関心のあるラオス企業の名前と顔が一致し、限られた時間の中でも効率の良いビジネス交流を進めることができた。
- 6) 研修内容についての質問票の回答や評価会での意見の中で研修員の所属する業態に関連する視察先が見られるとよかったとの意見もあった。参加する企業の業態が多様なため、すべての企業の業態に合わせた視察先を選ぶのは、限られた時間の中では困難であり、課題であるが、可能な限りどの業態にも共通な課題の解決につながるような視察先を選ぶことが求められる。

(5) 成果

1) 視察先企業とのビジネス連携模索の動き

今回、訪問した企業のうち、株式会社タニタでは、タニタの事業経緯やマーケティング、今後の展開に関する講演、製品見学や体組成計の体験後、名刺交換の時間があり、研修員と講演者や海外事業部の方々と名刺交換を行った。研修員帰国後、海外事業部の担当者より研修員へのメールによる投げかけがあり、コンサルタントも間に入って窓口となる研修員に返事をするよう働きかけを行った結果、担当者とのビジネス連携に向けた動きが進展している。(タニタ製品のラオスへの展開に向けた連携)

その後、タニタとのやりとりに応じていた研修員からは、タニタ製品の代理店販売については、検討したができない旨の連絡があったとのことで、改めてタニタより別の関心事業者を紹介してもらえないかコンサルタントへ依頼があった。そのため、タニタの担当者より希望があった代理店販売の経験がある事業者や機械や部品を取り扱うビジネスを展開している事業者の紹介をラオス日本センターの長期専門家へ相談し、経営塾やMBAの卒業生等で関心のあるものがないか当たってもらうことになっている。

また、シャボン玉石けん社の製品に感銘を受けた研修員の一人が、シャボン玉石けん商品の代理店販売に意欲を示し、コンサルタントに相談があったため、シャボン玉石けんの担当者に、海外への商品の輸出や代理店販売への可能性について尋ねた上で、社内の担当者から当該研修員へ直接連絡を取ることで、今後のビジネス連携が期待される。

2) ビジネスネットワークイベントの参加予定企業へのフォローアップによるラオス日本センターへの紹介

福岡市内で開催したイベントへの参加予定企業経営者(株式会社九州造園)が、当日コロナ感染により欠席となったが、事前登録情報によりラオスで事業をやっていることが判明したため、連絡をとり、当日資料を送付するとともにラオス日本センターの長期専門家へ紹介した。結果として、9月下旬に九州造園の社長が、現地で展開しているレストランの店長(社長の次男)と共にLJIを訪問し、ポンケオ所長、大川CA、関専門家と面談され、事業内容やラオスでの事業説明をされた。今回の面談をきっかけにLJIとの継続的な情報交換をされる予定。コンサルタントも、九州造園の社長と面談し、次回の本邦研修の視察訪問先候補として、これまでの事業経緯などについてヒアリングを行った。

3. 別添資料

- (1) カリキュラム・日程表
- (2) 研修員リスト
- (3) 質問票の集計 (別添 PDF)
- (4) 写真 (研修の様子)
- (5) ビジネスイベント資料 (チラシ、参加者名簿、アンケート結果) (別添 PDF)

別添資料(1) カリキュラム・日程表

実施日	時間	区分	研修テーマ	訪問先/講師
8/9(Tue)	来日			
8/10(Wed)	10:00-12:00		JICA ブリーフィング	JICA 東京ブリーフィング担当
	13:30-14:30		プログラム説明	REI 三戸 優理
	14:30-17:00		オリエンテーション：経営塾で得た知見を自社にどう導入し、改善したか振り返り	REI 菅原 宏
8/11(Thurs)	終日		日本文化研修（浅草寺等）	REI 三戸 優理
8/12(Fri)	10:00-12:00	講義	オリエンテーション（政治と行政、質疑応答）	筑紫女学園大学 渡辺 守雄
	13:30-17:00	実習	課題設定	REI 菅原 宏
8/13(Sat)	終日		自主学習	
8/14(Sun)	午後		東京-福岡へ移動	
8/15 (Mon)	9:30-12:30	視察	企業視察1（人材育成） （株）関家具	関 文彦
	13:00-14:00		道の駅おおき	
	14:45-16:30	見学	道の駅くるめ	
	17:00-18:00		PCR 検査	
8/16 (Tue)	10:45-12:40	見学	企業視察2 サントリー熊本工場	
	13:00-14:00		ランチタイム	
	14:30-16:00	見学	熊本城	よかところ案内人の会
8/17(Wed)	9:00-12:00	実習	企業視察3（企業経営とSDGs） シャボン玉石けん（株）	高橋 道夫
	12:45-13:45		ランチ	
	14:30-15:30	実習	1分企業紹介リハーサル	REI 菅原/三戸
	16:00-18:30		ビジネスネットワーキングイベント	
	16:10-16:50		ラオスのビジネス環境について	ブンタノム・メックダ ラ
	17:00-17:30		ラオス日本センター及び参加企業紹介	スタノム・ピンサバ ット
	17:30-18:25		ビジネス交流会	
8/18 (Turs)	10:00-12:30		企業視察4 ふくや ハクハク	西川 寛
	13:00-14:00		ランチタイム	
	PM		福岡→東京	
8/19 (Fri)	9:30-12:00		企業視察5（株）タニタ	富増 俊介
	12:30-13:30		ランチタイム	
	14:00-16:30		松崎マトリックステクノ	松崎 太郎
8/20 (Sat)	9:00-11:30		振り返り	REI 菅原 宏
	12:00-13:00		ランチタイム	
	13:30-16:00		研修総括（気づき・学びやアクションプランについての発表）	REI 菅原 宏
	16:00-17:00		評価会	REI 三戸 優理
8/21 (Sun)	離日			

別添資料(2) 研修員リスト

No.	氏名	性別	所属先/役職	事業概要
1	Ms.Nalinthone PHONYAPHANH	女	Alpha International Montessori School/設 立者・代表取締役	就学前児童及び小学生へモンテソ ーリ教育を提供。ラオスで唯一の モンテソリー認定校及びインター ナショナルスクール
2	Mr. Hatsavanh HAEMANY	男	LAOSANGFANH Education Co., Ltd/最 高経営責任者	七田式アカデミーラオス、イズミ アカデミーラオス、およびピング ーイングリッシュラオスの3つの ブランドを含む教育スクールの運 営会社
3	Mr. Oupekha BOUTHALAD	男	Non deposit-taking for Business Development and Promotion (BDP microfinance)	ラオス人と日本人投資家により設 立された組織。低金利でスピーデ ィかつ便利な条件でのラオス国民 への小規模融資。(無担保マイク ロファイナンス)
4	Ms.Southanom PHINSAVATH	女	Laos -Japan Human Resource Development Institute (LJI)/副所長	経営塾を始めとしたビジネスコー スの提供などビジネス人材育成事 業、日本とラオスの相互理解促進 事業、日本語教育事業を展開
5	Mr. Saysavanh BOUTHAVONG	男	Aristar marketing Sole co,Ltd/代表取締役社 長	コンサルサービス、ブランド戦 略、イベント企画等を実施するロ ーカル広告代理業者。主要顧客は ビアラオ、サムソン、シャープ、 在ラオス EU 代表団等。
6	Ms. Chanpheng VONGSAHALATH	女	Insigne Service/ 代表取締役社長	看板広告製造および納品、ステッ カー、ビニール、UV 素材などへ の印刷、内装
7	Mr. Akharadeth V ONGSIRI	男	Casa Espacio Sole Company Limited/デザ イン部長	インテリアや建築、グラフィック デザインサービスの提供。
8	Ms. Koumaly SAIGUO	女	Casa Espacio Sole Company Limited /代 表取締役社長	インテリアや建築、グラフィック デザインサービスの提供。
9	Ms. Bounthavy CHOUNLAMANY	女	Veunkham Salt Company/最高経営責 任者	【塩の製造】「プレミアムグルメ ソルト」の販売。ISO9001 取得
10	Mr. Souksakhone THIPPHALANGSY	男	TPS Construction Complete Combination Sole CO.,LTD/代表取 締役社長	住宅建築物、倉庫建設を始め、道 路や橋の建設。クラッシングプラ ントを所有し、建設用砂利や砂の 供給。
11	Mr. Phokham PHOMMASEISY	男	Vientiane Automation Products Co.,Ltd/工場 長	車用自動ワイヤーハーネス製造
12	Mr. Thongdam VONGSOUVANH	男	Laos -Japan Human Resource Development Institute (LJI)/ コンサ ルテーション及び広 報ユニット長	経営塾を始めとしたビジネスコー スの提供などビジネス人材育成事 業、日本とラオスの相互理解促進 事業、日本語教育事業を展開
13	Mr. Xaysavang CHANPHENGXAY	男	Nam Theun 2 Power Co., Ltd/ビエンチャン 地区長	水力発電事業

No.	氏名	性別	所属先／役職	事業概要
14	Mr. Souvanhkhams SENYAVONG	男	UNITED NATIONS OFFICE ON DRUGS AND CRIME/プロジ ェクトアシスタント	世界を麻薬、犯罪、腐敗、テロから守ることで、世界の安全と平和、人権と開発に資することを目的とする。
15	Mr. Khamphanh KEOSOMPHANH	男	Lao Development Bank (LDB)/人事部長	民間のエネルギー会社と国の合弁銀行。国家の社会経済的發展に向けた独自の義務を果たす。
16	Mr. Phouvone VONGMONTY	男	BANQUE POUR LE COMMERCE EXTERIEUR LAO PUBLIC (BCEL Bank)/ サービスユニット長	ラオス国内最大級の国営商業銀行

別添資料 (3) 質問表の集計 (別添 PDF)

別添資料(4) 写真 (研修の様子)



オリエンテーション課題設定



関家具の関社長と研修員との質疑応答



関家具での集合写真



関家具ショールームでの見学



サントリー熊本工場内原材料調達についての説明パネル前



熊本城内見学通路



シャボン玉石けん工場内見学



シャボン玉石けん工場内での成形された石けんを手で確認



シャボン玉石けんでの集合写真



シャボン玉石けん高橋専務による講義



ビジネスネットワークイベントでのビジネス交流会の様子



ふくやハクハク内見学中説明パネル前での説明



ふくやハクハク内での試食兼講義



ふくやハクハク内での商品販売コーナーでの調味液を再利用した商品 (SDGs)



タニタ本社前での集合写真



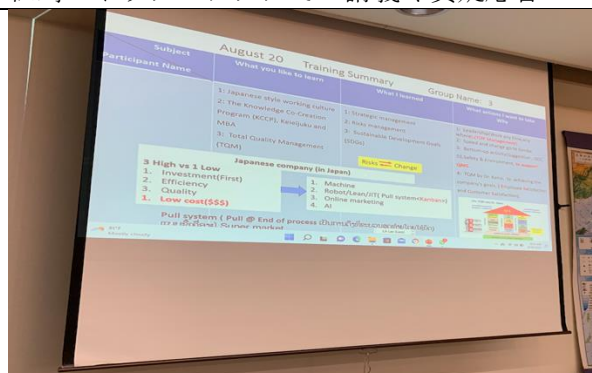
松崎マトリクステクノ社の説明版



松崎マトリクステクノでの講義や質疑応答



松崎マトリクステクノでの集合写真



気づきや学びのグループ及び個別発表



気づきや学びのグループ及び個別発表



本邦研修終了時の集合写真

別添資料 (5) ビジネスイベント資料 (チラシ、参加者名簿、アンケート結果)
(別添 PDF)

RPE質問票
Questionnaire Result by RPE

<ラオス経営塾第3期生本邦研修2022>
<Laos KEIEJUKU course in Japan>

研修員# Participant#	Part 1 ツアー全体について (Evaluation of the tour)										課題の達成度合い 自身の課題についての目標達成度合い	研修員毎 平均点 AVE. per participant	
	1. Impression of Japan Tour	2. Duration	3. Schedule	4. Number of Company Visit	5. Contents of texts	6. Translation of texts	7. Interpretation and coordination done by training coordinator	8. Facilities at JICA Center	9. Meals (especially each lunch)	10. Transportation			
1	5	4	4	4	5	4	3	4	5	4	4	5	4.3
2	5	5	5	5	5	4	4	4	4	4	4	5	4.5
3	5	5	5	5	5	5	5	5	5	5	5	5	5.0
4	5	5	5	5	5	5	5	5	5	5	5	5	5.0
5	5	5	5	5	5	5	4	5	5	5	5	5	4.9
6	5	5	5	5	5	4	4	5	4	4	5	5	4.7
7	5	5	4	4	4	4	4	4	4	4	5	5	4.4
8	4	5	4	4	4	4	4	4	4	4	5	4	4.2
9	5	5	5	5	5	5	4	4	5	5	5	5	4.8
10	5	5	5	5	5	5	5	5	5	4	5	5	4.9
11	5	5	5	4	4	4	4	5	5	5	5	5	4.5
12	5	5	5	5	5	5	5	5	5	5	5	5	5.0
13	4	4	4	4	4	4	4	4	4	4	4	4	4.1
14	4	5	5	5	4	4	3	3	5	4	5	5	4.3
15	5	5	5	5	5	5	5	5	5	5	5	4	4.9
16	5	5	5	5	4	4	5	4	5	4	5	4	4.5
結果 Result	5 = Excellent, 4 = Good, 3 = Fair, 2 = Poor, 1 = Very poor ※課題の達成度合いについては 5 : Fully achieved ⇔ 1 : Not achieved												
5	13	14	11	10	7	6	7	14	7	12	12	12	
4	3	2	5	6	9	8	8	2	9	4	4	4	
3	0	0	0	0	0	2	1	0	0	0	0	0	
2	0	0	0	0	0	0	0	0	0	0	0	0	
1	0	0	0	0	0	0	0	0	0	0	0	0	
回答数 Number of Response	16	16	16	16	16	16	16	16	16	16	16	16	
解答率 Response Ratio	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	全体平均点 AVE. ※1-10は4.26
平均点 AVE.	4.80	4.93	4.73	4.60	4.47	4.33	4.40	4.87	4.47	4.80	4.73	4.63	

★コメント
様々な規模の会社のみれて大変有意義だったが、時間の制約があった。
訪問先に関する資料や講義資料の翻訳に間違いがあったので、できれば英語の資料も入れてもらえると理解しやすい

RPE質問票

Questionnaire Result by RPE

<ラオス経営塾第3期生本邦研修2022>

<Laos KEIEJUKU course in Japan>

Part 2 各研修について (Evaluation of each program)

研修員# Participant#	Orientation Program Briefing	Orientation: Reviews on how the knowledge gained at Keiejuku has been applied into the company	Cultural Excursion in Tokyo	Lecture of Japanese Politics and administration	Orientation: Setting the agenda to solve the company's	Seki Furniture	Roadside Station Kurume	Suntory Kumamoto Factory	Cultural excursion: Kumamoto Castle	Shabondama Soap	Business networking event	Fukuya HakuHaku	Tanita	Matsuzaki Matrics Techno	研修員毎平均点 AVE. per participant
1	5	5	5	5	5	5	5	4	5	4	5	5	5	5	4.9
2	5	5	5	5	5	5	5	4	5	4	5	4	5	5	4.8
3	5	5	5	5	5	5	5	4	4	5	5	4	5	5	4.8
4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5.0
5	5	5	5	5	5	5	5	4	5	5	4	4	4	5	4.7
6	5	5	5	5	4	5	4	5	5	4	5	4	5	5	4.7
7	5	5	5	5	4	5	3	4	3	3	3	3	3	5	4.1
8	4	4	4	5	4	4	3	4	4	5	3	3	3	5	3.9
9	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4.9
10	5	5	5	5	5	4	4	4	4	4	5	5	5	4	4.6
11	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4.4
12	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5.0
13	4	4	4	4	4	5	4	4	4	4	4	5	4	4	4.1
14	5	5	5	5	5	5	5	3	4	4	4	4	4	4	4.1
15	5	5	5	5	5	5	5	4	5	5	5	5	5	5	4.9
16	4	4	4	5	4	4	5	4	5	5	5	5	5	5	4.6
結果 Result	5 = Very useful, 4 = Useful, 3 = Normal, 2 = Little useful, 1 = Not useful														
5	13	13	13	9	11	11	4	11	8	11	9	9	13	11	
4	3	3	3	6	5	3	11	5	7	3	5	5	3	5	
3	0	0	0	1	0	2	1	0	1	2	2	2	0	0	
2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
回答数 Number of Response	16	16	16	16	16	16	16	16	16	16	16	16	16	16	訪問先平均点 AVE. for Company Visits
解答率 Response Ratio	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
平均点 AVE.	4.81	4.81	4.81	4.50	4.69	4.56	4.19	4.69	4.44	4.56	4.44	4.44	4.81	4.69	4.60

★コメント

企業視察を通じて社長や幹部による大変有用な情報が得られた。
 事前の課題設定の時間で準備した質問が役に立った。
 ふくやのレシピを公開し、明太子の地域ブランド化に貢献したという話は、ビジネスの社会貢献という要素がある。
 サントリーやふくやについては、商品を味わうこともできたので納得しながら学ぶことができた。
 ふくやのビジネスモデルやCRMのシステムは有益だった。
 ブロックチェーン等最先端のICTやメタバース技術、暗号通貨技術を持つ会社も見れたらよかった。
 金融サービスの会社も見れたらよかった。
 労働集約型の会社も見れたらよかった。
 農業セクターやツーリズム関係の会社も見れるとよかった
 ANAや温泉旅館など日本特有のおもてなしサービスがみれる会社も訪問したい。
 道の駅の事例は、ラオス国内の産物の販売方法として参考になる。
 関家具の社員に任せる経営は、ラオスのHRMを再考するのに大変役立った。

ラオス企業とのビジネスネットワーク構築や海外進出について考える

日本式経営を実践する ラオス企業経営者・幹部との ビジネス交流会 in 博多



「経営塾」で学ぶ優良ラオス企業経営者・幹部

14社 17名が参加予定。

※経営塾とは

独立行政法人国際協力機構（JICA）が支援しているラオス日本センター（LJI）が経営者向けに提供するビジネス研修であり、「日本式経営を学びたい、日本企業と取引を始めたい」と考えている企業の方々が多数参加しています。

日時 2022年 8月17日（水）16：00～18：30
（受付開始 15：30～）

会場 ホテルモントレ ラ・スール福岡 大宴会場（サロン・ヌーヴォ）
福岡県福岡市中央区大名2丁目8番27号
TEL:092-433-2833

対象 ラオス企業経営者とのビジネス
ネットワークの構築を考えている企業
定員：50名程度

※1社につき2名迄 / 定員に達し次第締切

次第

第一部（16：00～17：00）

「ラオスビジネス環境セミナー」

在本邦ラオス人民民主共和国大使館 二等書記官ブンタノム メックダラ氏

- ・ラオス投資支援策の紹介
- ・ラオス拠点邦人企業の業態の動向と利点

第二部（17：00～18：30）

「ラオス日本センター（LJI）及びラオス参加企業紹介」

LJI 副所長：スタノム ピサヴァット

- ・参加者間交流会

※内容は予告なく変更される事があります
※オンライン配信はございません

申込：2022年8月10日（水）までに下記 QR コード及び URL よりお申込みください。
読み込めない場合は、personal_office@relo.jp までお問い合わせください。

株式会社リロエクセル（JICA 研修事業受託機関）
国際協力事業ユニット内事務局



お申込はコチラから

https://www.relo-kaigi.jp/kouryuukai_hakata/

〈主催者〉独立行政法人国際協力機構（JICA）

〈共催者〉ラオス日本センター（LJI）

〈後援〉福岡ワンストップ海外展開推進協議会



『日本式経営を実践するラオス企業経営者・幹部とのビジネス交流会』 アンケート

本日はご参加いただき、誠にありがとうございました。
企画運営する際の今後の参考にさせて頂きたく、アンケート記入へのご協力をお願い申し上げます。

1. 貴社の業種について、あてはまるものをご選択ください。
製造業 サービス業 情報通信業 建設業 卸売業・小売業 製薬・医薬品
コンサルタント 自治体/支援機関等 教育機関 その他 ()
2. 本日まで参加いただいたきっかけについて、あてはまるものをご選択ください。
国際協力機構 (JICA メルマガ) 福岡 ABC メルマガ 福岡商工会議所メルマガ
中小機構九州本部メルマガ JETRO 福岡 福岡貿易会
Facebook 等の SNS 知人の紹介 (紹介者:)
その他 (知商工会議所 ← JICA九州研修業務課)
3. 本日の参加理由をお聞かせください。(複数回答可)
ラオスのビジネス環境に興味があった 企業経営者との交流に興味があった
ラオス進出を検討中 情報収集の一環として
その他 ()
4. 「ラオスビジネス環境セミナー」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

とくに参考になった点、活用したい点、改善した方がよい点、その理由など:

5. 「ラオス企業との交流(ワールドカフェ方式)」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由:

6. セミナー全体の構成の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由:

7. 今後もこのようなイベントがあれば参加したいでしょうか。
参加したい どちらともいえない 希望しない

8. ラオス以外で関心のある国・地域があればご記入願います。

ご協力ありがとうございました。
お帰りの際、受付にご提出くださいませ。

『日本式経営を実践するラオス企業経営者・幹部とのビジネス交流会』 アンケート

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コンサルタント 自治体/支援機関等 教育機関 その他 ()
2. 本日も参加いただいたきっかけについて、あてはまるものをご選択ください。
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中小機構九州本部メルマガ JETRO 福岡 福岡貿易会
Facebook 等の SNS 知人の紹介 (紹介者:)
その他 (友人の紹介)
3. 本日の参加理由をお聞かせください。(複数回答可)
ラオスのビジネス環境に興味があった 企業経営者との交流に興味があった
ラオス進出を検討中 情報収集の一環として
その他 (JICA さんにもラオスにもお世話になってる)
4. 「ラオスビジネス環境セミナー」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

とくに参考になった点、活用したい点、改善した方がよい点、その理由など:

5. 「ラオス企業との交流 (ワールドカフェ方式)」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由:

6. セミナー全体の構成の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由:

7. 今後もこのようなイベントがあれば参加したいでしょうか。
参加したい どちらともいえない 希望しない

8. ラオス以外で関心のある国・地域があればご記入願います。

タイ

ご協力ありがとうございました。
お帰りの際、受付にご提出くださいませ。

『日本式経営を実践するラオス企業経営者・幹部とのビジネス交流会』 アンケート

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コンサルタント 自治体/支援機関等 教育機関 その他 ()
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中小機構九州本部メルマガ JETRO 福岡 福岡貿易会
Facebook 等の SNS 知人の紹介 (紹介者:)
その他 (通訳)
3. 本日の参加理由をお聞かせください。(複数回答可)
ラオスのビジネス環境に興味があった 企業経営者との交流に興味があった
ラオス進出を検討中 情報収集の一環として
その他 (通訳)
4. 「ラオスビジネス環境セミナー」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

とくに参考になった点、活用したい点、改善した方がよい点、その理由など:

5. 「ラオス企業との交流 (ワールドカフェ方式)」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由:

6. セミナー全体の構成の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由:

7. 今後もこのようなイベントがあれば参加したいでしょうか。
参加したい どちらともいえない 希望しない

8. ラオス以外で関心のある国・地域があればご記入願います。

ご協力ありがとうございました。
お帰りの際、受付にご提出くださいませ。

『日本式経営を実践するラオス企業経営者・幹部とのビジネス交流会』 アンケート

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Facebook 等の SNS 知人の紹介 (紹介者:)
その他 ()
- 本日の参加理由をお聞かせください。(複数回答可)
ラオスのビジネス環境に興味があった 企業経営者との交流に興味があった
ラオス進出を検討中 情報収集の一環として
その他 ()
- 「ラオスビジネス環境セミナー」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

とくに参考になった点、活用したい点、改善した方がよい点、その理由など:

~~質疑時間の設けて頂きたい。~~

- 「ラオス企業との交流 (ワールドカフェ方式)」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由: マネック可能な業(業種)が好むいるから。

- セミナー全体の構成の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由: 書記官又 RJ1 とコク外 取手取手。

- 今後もこのようなイベントがあれば参加したいでしょうか。
参加したい どちらともいえない 希望しない

- ラオス以外で関心のある国・地域があればご記入願います。

カンボジア、ベトナム、インド、アフリカ。

ご協力ありがとうございました。
お帰りの際、受付にご提出くださいませ。

『日本式経営を実践するラオス企業経営者・幹部とのビジネス交流会』 アンケート

本日はご参加いただき、誠にありがとうございました。
企画運営する際の今後の参考にさせて頂きたく、アンケート記入へのご協力をお願い申し上げます。

- 貴社の業種について、あてはまるものをご選択ください。
製造業 サービス業 情報通信業 建設業 卸売業・小売業 製薬・医薬品
コンサルタント 自治体/支援機関等 教育機関 その他 ()
- 本日までご参加いただいたきっかけについて、あてはまるものをご選択ください。
国際協力機構 (JICA メルマガ) 福岡 ABC メルマガ 福岡商工会議所メルマガ
中小機構九州本部メルマガ JETRO 福岡 福岡貿易会
Facebook 等の SNS 知人の紹介 (紹介者:)
その他 ()
- 本日の参加理由をお聞かせください。(複数回答可)
ラオスのビジネス環境に興味があった 企業経営者との交流に興味があった
ラオス進出を検討中 情報収集の一環として
その他 ()
- 「ラオスビジネス環境セミナー」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

とくに参考になった点、活用したい点、改善した方がよい点、その理由など：

「おもしろい」

- 「ラオス企業との交流 (ワールドカフェ方式)」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由：

- セミナー全体の構成の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由：

- 今後もこのようなイベントがあれば参加したいでしょうか。
参加したい どちらともいえない 希望しない

- ラオス以外で関心のある国・地域があればご記入願います。

ご協力ありがとうございました。
お帰りの際、受付にご提出くださいませ。

『日本式経営を実践するラオス企業経営者・幹部とのビジネス交流会』 アンケート

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1. 貴社の業種について、あてはまるものをご選択ください。
製造業 サービス業 情報通信業 建設業 卸売業・小売業 製薬・医薬品
コンサルタント 自治体/支援機関等 教育機関 その他 (輸入業)
2. 本日もご参加いただいたきっかけについて、あてはまるものをご選択ください。
国際協力機構 (JICA メルマガ) 福岡 ABC メルマガ 福岡商工会議所メルマガ
中小機構九州本部メルマガ JETRO 福岡 福岡貿易会
Facebook 等の SNS 知人の紹介 (紹介者: ラオス友好協会)
その他 ()
3. 本日の参加理由をお聞かせください。(複数回答可)
ラオスのビジネス環境に興味があった 企業経営者との交流に興味があった
ラオス進出を検討中 情報収集の一環として
その他 ()
4. 「ラオスビジネス環境セミナー」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

とくに参考になった点、活用したい点、改善した方がよい点、その理由など:

5. 「ラオス企業との交流 (ワールドカフェ方式)」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由:

6. セミナー全体の構成の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由:

7. 今後もこのようなイベントがあれば参加したいでしょうか。
参加したい どちらともいえない 希望しない

8. ラオス以外で関心のある国・地域があればご記入願います。

マイクの声が聞き取り難かた
で、あ、

ご協力ありがとうございました。
お帰りの際、受付にご提出くださいませ。

『日本式経営を実践するラオス企業経営者・幹部とのビジネス交流会』 アンケート

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企画運営する際の今後の参考にさせて頂きたく、アンケート記入へのご協力をお願い申し上げます。

- 貴社の業種について、あてはまるものをご選択ください。
製造業 サービス業 情報通信業 建設業 卸売業・小売業 製薬・医薬品
コンサルタント 自治体/支援機関等 教育機関 その他 ()
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中小機構九州本部メルマガ JETRO 福岡 福岡貿易会
Facebook 等の SNS 知人の紹介 (紹介者:)
その他 (福岡ラオス友好協会からのメール)
- 本日の参加理由をお聞かせください。(複数回答可)
ラオスのビジネス環境に興味があった 企業経営者との交流に興味があった
ラオス進出を検討中 情報収集の一環として
その他 ()
- 「ラオスビジネス環境セミナー」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

とくに参考になった点、活用したい点、改善した方がよい点、その理由など：

通訳さんがとてもいい。

- 「ラオス企業との交流 (ワールドカフェ方式)」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由: 業種別に分かれており、話しやすかったです。

- セミナー全体の構成の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由: 有難うございました。

- 今後もこのようなイベントがあれば参加したいでしょうか。
参加したい どちらともいえない 希望しない

- ラオス以外で関心のある国・地域があればご記入願います。

ミャンマー・カンボジア

ご協力ありがとうございました。
お帰りの際、受付にご提出くださいませ。

『日本式経営を実践するラオス企業経営者・幹部とのビジネス交流会』 アンケート

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- 貴社の業種について、あてはまるものをご選択ください。
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コンサルタント 自治体/支援機関等 教育機関 その他 ()
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Facebook 等の SNS 知人の紹介 (紹介者:)
その他 ()
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ラオス進出を検討中 情報収集の一環として
その他 ()
- 「ラオスビジネス環境セミナー」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

とくに参考になった点、活用したい点、改善した方がよい点、その理由など:

- 「ラオス企業との交流 (ワールドカフェ方式)」の満足度についてお聞かせください。

満足 やや満足 どちらともいえない やや不満 不満

理由:

- セミナー全体の構成の満足度についてお聞かせください。

満足 やや満足 どちらともいえない やや不満 不満

理由:

- 今後もこのようなイベントがあれば参加したいでしょうか。

参加したい どちらともいえない 希望しない

- ラオス以外で関心のある国・地域があればご記入願います。

ベトナム、ミャンマー

ご協力ありがとうございました。
お帰りの際、受付にご提出くださいませ。

『日本式経営を実践するラオス企業経営者・幹部とのビジネス交流会』 アンケート

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 コンサルタント 自治体/支援機関等 教育機関 その他 ()
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 中小機構九州本部メルマガ JETRO 福岡 福岡貿易会
 Facebook 等の SNS 知人の紹介 (紹介者:)
 その他 ()
- 本日の参加理由をお聞かせください。(複数回答可)
 ラオスのビジネス環境に興味があった 企業経営者との交流に興味があった
 ラオス進出を検討中 情報収集の一環として
 その他 ()
- 「ラオスビジネス環境セミナー」の満足度についてお聞かせください。
 満足 やや満足 どちらともいえない やや不満 不満

とくに参考になった点、活用したい点、改善した方がよい点、その理由など:

- 「ラオス企業との交流 (ワールドカフェ方式)」の満足度についてお聞かせください。
 満足 やや満足 どちらともいえない やや不満 不満

理由:

- セミナー全体の構成の満足度についてお聞かせください。
 満足 やや満足 どちらともいえない やや不満 不満

理由:

- 今後もこのようなイベントがあれば参加したいでしょうか。
 参加したい どちらともいえない 希望しない

- ラオス以外で関心のある国・地域があればご記入願います。

南アフリカ共和国

ご協力ありがとうございました。
お帰りの際、受付にご提出くださいませ。

『日本式経営を実践するラオス企業経営者・幹部とのビジネス交流会』 アンケート

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 製造業 サービス業 情報通信業 建設業 卸売業・小売業 製薬・医薬品
 コンサルタント 自治体/支援機関等 教育機関 その他 ()
- 本日も参加いただいたきっかけについて、あてはまるものをご選択ください。
 国際協力機構 (JICA メルマガ) 福岡 ABC メルマガ 福岡商工会議所メルマガ
 中小機構九州本部メルマガ JETRO 福岡 福岡貿易会
 Facebook 等の SNS 知人の紹介 (紹介者:)
 その他 ()
- 本日の参加理由をお聞かせください。(複数回答可)
 ラオスのビジネス環境に興味があった 企業経営者との交流に興味があった
 ラオス進出を検討中 情報収集の一環として
 その他 (自治体向いの 環境分野での交流の可能性)
- 「ラオスビジネス環境セミナー」の満足度についてお聞かせください。
 満足 やや満足 どちらともいえない やや不満 不満

とくに参考になった点、活用したい点、改善した方がよい点、その理由など：

- 「ラオス企業との交流 (ワールドカフェ方式)」の満足度についてお聞かせください。
 満足 やや満足 どちらともいえない やや不満 不満

理由：

- セミナー全体の構成の満足度についてお聞かせください。
 満足 やや満足 どちらともいえない やや不満 不満

理由：

ラオスの状況がよくわかった。

- 今後もこのようなイベントがあれば参加したいでしょうか。
 参加したい どちらともいえない 希望しない

- ラオス以外で関心のある国・地域があればご記入願います。

ASEAN 島(小国)

ご協力ありがとうございました。
お帰りの際、受付にご提出くださいませ。

『日本式経営を実践するラオス企業経営者・幹部とのビジネス交流会』 アンケート

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企画運営する際の今後の参考にさせて頂きたく、アンケート記入へのご協力をお願い申し上げます。

- 貴社の業種について、あてはまるものをご選択ください。
 製造業 サービス業 情報通信業 建設業 卸売業・小売業 製薬・医薬品
 コンサルタント 自治体/支援機関等 教育機関 その他 ()
- 本日もご参加いただいたきっかけについて、あてはまるものをご選択ください。
 国際協力機構 (JICA メルマガ) 福岡 ABC メルマガ 福岡商工会議所メルマガ
 中小機構九州本部メルマガ JETRO 福岡 福岡貿易会
 Facebook 等の SNS 知人の紹介 (紹介者:)
 その他 ()
- 本日の参加理由をお聞かせください。(複数回答可)
 ラオスのビジネス環境に興味があった 企業経営者との交流に興味があった
 ラオス進出を検討中 情報収集の一環として
 その他 ()
- 「ラオスビジネス環境セミナー」の満足度についてお聞かせください。
 満足 やや満足 どちらともいえない やや不満 不満

とくに参考になった点、活用したい点、改善した方がよい点、その理由など：

- 「ラオス企業との交流(ワールドカフェ方式)」の満足度についてお聞かせください。
 満足 やや満足 どちらともいえない やや不満 不満

理由：

- セミナー全体の構成の満足度についてお聞かせください。
 満足 やや満足 どちらともいえない やや不満 不満

理由：

- 今後もこのようなイベントがあれば参加したいでしょうか。
 参加したい どちらともいえない 希望しない

- ラオス以外で関心のある国・地域があればご記入願います。

ご協力ありがとうございました。
お帰りの際、受付にご提出くださいませ。

『日本式経営を実践するラオス企業経営者・幹部とのビジネス交流会』 アンケート

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企画運営する際の今後の参考にさせて頂きたく、アンケート記入へのご協力をお願い申し上げます。

- 貴社の業種について、あてはまるものをご選択ください。
 製造業 サービス業 情報通信業 建設業 卸売業・小売業 製薬・医薬品
 コンサルタント 自治体/支援機関等 教育機関 その他 ()
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 中小機構九州本部メルマガ JETRO 福岡 福岡貿易会
 Facebook 等の SNS 知人の紹介 (紹介者:)
 その他 ()
- 本日の参加理由をお聞かせください。(複数回答可)
 ラオスのビジネス環境に興味があった 企業経営者との交流に興味があった
 ラオス進出を検討中 情報収集の一環として
 その他 ()
- 「ラオスビジネス環境セミナー」の満足度についてお聞かせください。
 満足 やや満足 どちらともいえない やや不満 不満

とくに参考になった点、活用したい点、改善した方がよい点、その理由など：

もうちょっと時間が欲しい。

- 「ラオス企業との交流 (ワールドカフェ方式)」の満足度についてお聞かせください。
 満足 やや満足 どちらともいえない やや不満 不満

理由：

- セミナー全体の構成の満足度についてお聞かせください。
 満足 やや満足 どちらともいえない やや不満 不満

理由：

- 今後もこのようなイベントがあれば参加したいでしょうか。
 参加したい どちらともいえない 希望しない

- ラオス以外で関心のある国・地域があればご記入願います。

カンボジア、スリランカ

ご協力ありがとうございました。
お帰りの際、受付にご提出くださいませ。

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製造業 サービス業 情報通信業 建設業 卸売業・小売業 製薬・医薬品
コンサルタント 自治体/支援機関等 教育機関 その他（電気業）
- 本日までご参加いただいたきっかけについて、あてはまるものをご選択ください。
国際協力機構（JICAメルマガ） 福岡ABCメルマガ 福岡商工会議所メルマガ
中小機構九州本部メルマガ JETRO福岡 福岡貿易会
Facebook等のSNS 知人の紹介（紹介者：西松建設さま）
その他（ ）
- 本日の参加理由をお聞かせください。（複数回答可）
ラオスのビジネス環境に興味があった 企業経営者との交流に興味があった
ラオス進出を検討中 情報収集の一環として
その他（ ）
- 「ラオスビジネス環境セミナー」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

とくに参考になった点、活用したい点、改善した方がよい点、その理由など：

- 「ラオス企業との交流（ワールドカフェ方式）」の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由：

- セミナー全体の構成の満足度についてお聞かせください。
満足 やや満足 どちらともいえない やや不満 不満

理由：

- 今後もこのようなイベントがあれば参加したいでしょうか。
参加したい どちらともいえない 希望しない

- ラオス以外で関心のある国・地域があればご記入願います。

なし

ご協力ありがとうございました。
お帰りの際、受付にご提出くださいませ。

『日本式経営を実践するラオス企業経営者・幹部とのビジネス交流会』 アンケート

本日はご参加いただき、誠にありがとうございました。
企画運営する際の今後の参考にさせて頂きたく、アンケート記入へのご協力をお願い申し上げます。

- 貴社の業種について、あてはまるものをご選択ください。
製造業 サービス業 情報通信業 建設業 卸売業・小売業 製薬・医薬品
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タイ

ご協力ありがとうございました。
お帰りの際、受付にご提出くださいませ。

Evaluation item

1.Business strategy/Business plan		
Evaluation items	Current status evaluation	
	5:100% implemented 4: 70% implemented 3: 50% implemented 2:has plan but 0% implemented 1:No plan	1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implement
(01)The management philosophy/policy(or mission,vision,cred)has been formulated and permeated throughout the company.(Posted in-house) 【Check points】 1.Have management philosophy/policy(or mission,vision,cred) 2.Staff can explain philosophy/policy(or mission,vision,cred)with their words to other people. 3.Each department has activity plan based on philosophy/policy(or mission,vision,cred) philosophy/policy (or mission,vision,cred) 4.Is the company's philosophy/policy (or mission,vision,cred) posted internally so that everyone can understand it.	5 · 4 · 3 · 2 · 1 (4)	1.Items that can be implemented 1, 4 2.Items that have not been implemented 2, 3 3.Items the company want to implemented
(02)Management strategies and business plan are formulated and shared by all employees. 【Check points】 1.Every year,management strategies and business plans are formulated. 2.The management strategy and business plan are thoroughly known to all employees. 3.Plans and goals are formulated for each department based on company's policies and plans. 4.PDCA(Plan · Do · Check · Action) is conducted by regulary holding confirmation meetings on the progress of plans and goals and examining issues.	5 · 4 · 3 · 2 · 1	1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implemented
(03)We understand the sources and weaknesses of our company's strengths and the opportunities and threats that our company takes in the short,medium and long term. 【Check points】 1.We use SWOT analysis to understand our strengths and weaknesses,as well as opportunities and threats for our company. 2.We are always aware of trends in competitors,business partners,and industries. 3.Develop and execute strategies to beat the competition. 4.The points of differentiation and the value given to customers are clarified and evaluated by customers. 5.We are developing new products and services and developing new suppliers and sales destinations.	5 · 4 · 3 · 2 · 1	1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implemented
(4)Management is always ways of improvements and reforms and is acting without being content with the current situation. 【Check points】 1.The management frequently visits the site and speaks to the employees. 2.As a manager,the management issues of the company and what it wants to be three years from now are clarified. 3.Inconvenient information,such as complaint information and product return information, is inevitably reported to the management. 4.We are considering entering new business from all angles. 5.Communication between each department in the company,such as the manufacturing department and the sales department,is well taken.	5 · 4 · 3 · 2 · 1	1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implemented

Evaluation item

2.Organization/Human Resources		
Evaluation items	Current status evaluation	
	5:100% implemented 4: 70% implemented 3: 50% implemented 2: has plan but 0% implemented 1: No plan	1: Items that can be Implemented 2: Items that have not been Implemented 3: Items the company want to Implement
(01)Management strategy and personnal strategy are formulated and linked st the same time. 【Check points】 1.The personnel strategy formulates and complies with work rules that comply with the national labor law. 2.The organizational chart has a structure suitable for the management strategy and is shared by all employees. 3.The organization is designed to match the scope of responsibility and transfer of authority.	5 · 4 · 3 · 2 · 1	1.Items that can be implemented 2.Items that have not been implemented 3.Items the company eant to implemented
(02)We value the "people" that are the property of the company and are actively working on human resource development. 【Check points】 1.In recruiting activities, we set targets and use messages and recruitment media that reach the targets. 2.We hold orientations to welcome new employees and conduct on-the-job training in a planned manner. 3.Education and training for employees is carried out systematically over time.We provide opportunities for managers to acquire leadership and soft skills. 4.Employee satisfaction is checked on a regular basis, and the turnover rate is lower than that of other companies. 5.At the meeting, employees are actively giving their opinions. 6.All employees are aware of the importance of sharing information, and the teamwork within the company is good, and they are able to "report. Contact. And consult".	5 · 4 · 3 · 2 · 1	1.Items that can be implemented 2.Items that have not been implemented 3.Items the company eant to implemented
(03)A personnel evaluation system has been established, and employees are convinced and fair. 【Check points】 1.The personnel evaluation system has both performance evaluation and ability evaluation systems, and the evaluation criteria are shared by all employees. 2.Personnel evaluations are conducted by direct supervisors, and training is provided so that evaluators can make fair evaluations. 3.Regarding the evaluation results, the direct supervisor gives nurturing feedback to the person himself/herself.	5 · 4 · 3 · 2 · 1	1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implemented

Evaluation item

3.Operation Management/Inventory		
Evaluation items	Current status evaluation	
	5: 100% implemented 4: 70% implemented 3: 50% implemented 2: has plan but 0% implemented 1: No plan	1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implement
(01)The company(offices,factories,warehouses,etc) is kept tidy and clean. 【Check points】 1.5S is implemented with the participation of all employees by deciding teams and leaders. In addition, the person in charge patrols and checks the workplace on a regular basis. 2.We are working to promote and establish ourselves by conducting patrol check examinations and commending excellent workplaces. 3.We are working on "visualization" to make it easier to understand the situation so that everyone can conform and recognize it.	5 . 4 . 3 . 2 . 1	1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implement
(02)Management, executives and all employees are working to improve quality and eliminate or reduce waste. 【Check points】 1.Manegement, executives and all employees ubderstand Total Quality Management(TQC) and strive to improve quality by promoting QC circle activities. 2.Understand the Seven wastes and strive to eliminate or reduce wastes in daily work. 3.Supplier evaluations are conducted on a regular basis to improve transactions. 4.Data created in the past(proposals,design documents,quotations,etc.) are organized and accumulated and can be used in a timely manner. 5.We have devised a "proposal system" so that employees can participate in management.	5 . 4 . 3 . 2 . 1	1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implement
(03)We create and verify plans for production and sales, and specific daily action goals. 【Check points】 1.A system has been created that allows customers to immediately grasp and utolize the sales status of each item. 2.The warehousing and delivery of raw materials and products is recorded, and inventory is taken every fiscal year to undersatand the inventory difference and analyze the cause. 3.Inventories that are not expected to be sold are disposed of in a timely manner.	5 . 4 . 3 . 2 . 1	1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implement

Evaluation item

4. Marketing mix / customer relationship	
Evaluation items	Current status evaluation
(01) Understand the market size of the business, growth trends and growth factors (growth, driver), and confirm the position of the company. 【Check points】 1.A concrete mechanism has been established to accurately grasp customer needs and pain points. 2.The target customer segment and customer persona are clear. 3.Based on the customers' pain points, we are devising ways to provide products and services that are highly value-added and differentiated company-wide. 4.Because we are not involved in price competition, we are able to appeal to customers the attractiveness and uniqueness other than price. 5.The situation of other companies in the same industry is constantly grasped, evaluated and analyzed, and the strengths of the company are clarified.	5 · 4 · 3 · 2 · 1 1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implement
(02) We objectively understand how satisfied our customers are with our products and services. 【Check points】 1.Customer data is in place, and there is a mechanism to maintain and cultivate existing customers, such as utilizing data and continuous contact. 2.We have established a method for handling complaints, and are promptly and appropriately recording and processing them. 3.The prices of our products and services are determined based on objective data that considers customers and competitors by grasping the cost price after clarifying the pricing policy.	5 · 4 · 3 · 2 · 1 1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implement

Evaluation item

5.Financial management		
Evaluation items	Current status evaluation	
	5: 100% implemented 4: 70% implemented 3: 50% implemented 2: has plan but 0% implemented 1: No plan	1.Items that can be implemented 2.Items that have not been implemented 3/Items the company want to implement
(01)Through management analysis, we are able to grasp the strengths and points for improvement of our company, In addition, there is a mechanism to utilize accounting information as a material for corporate decision-making. 【Check points】 1.Management can read the three financial tables and perform financial analysis by themselves. 2.Sales receivables, trade payables, and inventories are managed to improve financial efficiency. 3.Assets are managed to improve investment efficiency. 4.Investment and borrowing are carried out to stabilize short-term and long-term solvency. 5.Investment such as capital investment is made after analyzing and understanding the effects of the investment.	5 · 4 · 3 · 2 · 1	1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implement
(02)We hold a monthly financial results review meeting to keep track of the latest financial situation. 【Check points】 1.Understand the sales at the break-even point(balance ton-ton). 2.Understand the interests of cash and profits, and manage the necessary funds by using the cash flow chart.	5 · 4 · 3 · 2 · 1	1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implement

Evaluation item

6.Crisis management / Social environment	
Evaluation items	Current status evaluation
(01)Countermeasures for emergencies, disasters, environment changes,etc. have been formulated and shsred and thoroughly implemented by all employees. 【Check points】 1.It stipulates how to respond in the event of a management emergency. 2.Establishes business continuity plans and specific countermeasures in the event of a disaster. 3.A system has been established to understand and comply with important laws and regulations related to business activities.	5 · 4 · 3 · 2 · 1 1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implement
(02)We are focusing on contributing to the local community and energy conservation measures. 【Check points】 1.We are actively engaged in initiatives that contribute to the local community. 2.We are focusing on energy-saving measures such as the intorduction of energy-saving equipment.	5 · 4 · 3 · 2 · 1 1.Items that can be implemented 2.Items that have not been implemented 3.Items the company want to implement