

Annex21 Maintenance record of Machinery and Equipment (#6 Equipment for the Use of Experts)

Experts' Exclusive Use=日本人専門化携行機材)

2003.08.31.

YEAR	#	ITEM	DESCRIPTION	PRICE	Q'ty Initial	Q'ty Dispos.	Q'ty Actual	LOCATION	USAGE	MAINT.	NOTES
(3) AOI Hisayuki (2001.04.26) -----> Transferred to Nakamura											
2000		Personal Computer	Vaio PCG-FX77/BP	¥ 323,000	1	0	1	Wada' Office	A	A	
2000		Software	Power point 2000	19,800	1	0	1	Fukunaga' Office	C	A	
2000		Transformer		9,800	1	0	1	Fukunaga' Office	A	A	
2000		Books		38,820							
		Video Tapes									
			Sub-Total	391,420							Brought-in by himself
(4) KUWAHARA Yoshitaka(2001.04.26)											
2000		Personal Computer	IBM Thinkpad i1800 2632-11J 64MB HD 20GB	¥ 245,000	1	0	1	Sato's Office	A	A	
2000		Battery Pack	02K6640	17,000	1	0	1	Sato's Office	A	A	
2000		128MB Memory Card		15,000	1	0	1	Sato's Office	A	A	
2000		Software	Office 2000 pentium	76,000	1	0	1	Sato's Office	A	A	
2000		USB Scroll Mouse		2,800	1	0	1	Sato's Office	A	A	
2000		USB 7 Port Hub		7,800	1	0	1	Sato's Office	B	A	
2000		OA Tap		2,300	1	0	1	Sato's Office	A	A	
2000		carrying Bag	A4 Size for computer	6,500	1	0	1	Sato's Office	A	A	
			Sub-Total	¥ 372,400							
(5) TAKIZAWA Shinich(2001.08.20)											
2001		Books		¥ 11,028	5	0	5	Exp.BM' office	A	A	
2001		Books		142,857	1set	0	1set	Exp.BM office	A	A	
2001		MO drive	Dyna MO640 SF Fujitsu	69,000	1	0	1	Lab.(Gonzales)	A	A	
2001		MO drive	Dyna MO640 SF Fujitsu	69,000	1	0	1	Lab.(Textile)	A	A	
2001		MO drive	Dyna MO640 SF Fujitsu	69,000	1	0	1	Production	A	A	
2001		MO Disk	MA-M128B10P Maxell	5,000	1set	0	1set	Exp. BM office	A	A	
2001		MO Disk	MA-M230B10P Maxell	5,000	1 set	0	1 set	Exp. BM office	A	A	
2001		MO Disk	MA-M640 B10P maxell	8,000	1 set	0	1 set	Exp. BM office	A	A	
2001		Personal Computer	Think pad series 1800(2655-P3J)IBM	237,000	1	0	1	Nakamura's office	A	A	
2001		FDD Driver	05K9276TBM	9,000	1	0	1	Nakamura's office	A	A	
2001		Li-ion Battery	02K8640 IBM	16,300	1	0	1	Nakamura's office	A	A	
2001		Memory Modules	20L0255 IBM	36,800	1	0	1	Nakamura's office	A	A	
2001		Software	Office 2000 pentium MS	74,700	1	0	1	Exp. BM office	A	A	
2001		USB mouse	M-NZULG ELECOM	2,100	1	0	1	Exp. BM office	A	A	
2001		USB Hub	UH P79SV ELECOM	8,000	1	0	1	Exp. BM office	A	A	
2001		OA tap	TAP-2607NF SANWA SUPPLY	4,200	1	0	1	Exp. BM office	A	A	
2001		Carrying Bag	SSC-RD3BK SANWA SUPPLY	7,400	1	0	1	Exp. BM office	A	A	
			Sub-Total	¥ 774,385							
(6) AKIYAMA Yoshihiro(2002.02.04)											

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2001		P.C.	IBM Think Pad R 30 series Note Book	150,000	1	0	1	Fukunaga's office	A	A	
2001		Software	Microsoft Office XP	40,000	1	0	1	Fukunaga's office	A	A	
2001		Memory Module	128 MB/ Installed in the IBM think Pad 30 series	10,000	1	0	1	Fukunaga's office	A	A	
				¥ 200,000							
(7)NAKAMURA HIDEO (2002.12.24)											
2002		Norton Antivirus	Symantec Antivirus 2003	¥ 5,750	1	0	1	Nakamura's office	A	A	
2002		Portable HDD	MELCO HD-P40U2	28,800	1	0	1	Nakamura's office	A	A	
2002		Software	ADOBE Acrobat 5.0 J	30,500	1	0	1	Nakamura's office	A	A	
2002		USB HUB	MELCO USB-S7	5,800	1	0	1	Nakamura's office	A	A	
2002		Digital Camera	CANON Power Shot S30	75,500	1	0	1	Nakamura's office	A	A	
2002		Flash Memory	MELCO RCF-X 256 MY	18,500	1	0	1	Nakamura's office	A	A	
2002		Card Reader	MELCO MCR-CF2	2,750	1	0	1	Nakamura's office	A	A	
2002		Books	29 Volumes	190,683	29	0	29	Nakamura's office	A	A	
2002			Sub-Total	¥ 358,283							
(8)SATO MASAHITO(2003.08.11)											
2003		Desk Top P.C.	IBM Net Vista PentiumIV MS XP/ Monit 17" CD-RW	\$ 1,559.40	1	0	1	Naily's Office	A	A	Local purchase Mar.5.03
2003		Digital Video Camera	Panasonic NV-MX 5000	¥ 153,000	1	0	1	Sato's office	A	A	Arrived 2003.08.11
2003		=IDEM= Digicam ec	Panasonic Digicam Accessories Kit VW-PMX 50	¥ 27,800	1	0	1	Sato's office	A	A	Arrived 2003.08.11
2003		=IDEM= Tripod	Panasonic Tripod VZ-CTR1	¥ 13,300	1	0	1	Sato's office	A	A	Arrived 2003.08.11
2003		Note Book PC	IBM ThinkPad X-31 N 672-C2W	¥ 287,000	1	0	1	Takahashis office	A	A	Arrived 2003.08.11
2003		=IDEM= Base	IBM ULTRA BASEX 3 46P7912	¥ 15,800	1	0	1	Takahashis office	A	A	Arrived 2003.08.11
2003		=IDEM=CD-R/RW	IBM CD-RW DVD Drive 22P6991	¥ 45,200	1	0	1	Takahashis office	A	A	Arrived 2003.08.11
2003		=IDEM= Floppy D.	IBM Floppy Disk Drive USB portable Diskette Dr. 05K9276	¥ 10,000	1	0	1	Sato's office	A	A	Arrived 2003.08.11
2003		HD Drive	Buffalo 120GB DIU 2-B120G	¥ 22,200	1	0	1	Sato's office	A	A	Arrived 2003.08.11
2003		Network Hub	Buffalo Net Seeker LSM-10/100-8	¥ 30,800	1	0	1	Sato's office	A	A	Arrived 2003.08.11
2003		DVD Recorder	Logitec DVD R/RW LDR-42U2	¥ 32,500	1	0	1	Takemura's office	A	A	Arrived 2003.08.11
2003		MPEG Converter	Monster TV MPEG 2 P2H	¥ 33,800	1	0	1	Takemura's office	A	A	Arrived 2003.08.11
2003		IC Recorder	Sony ICD-ST 40	¥ 37,800	1	0	1	Sato's office	A	A	Arrived 2003.08.11
2003		Anti-Virus Software	Symantec Norton 2003 ProfessionalSystem Works 2003PRC	¥ 15,800	1	0	1	Sato's office	A	A	Arrived 2003.08.11
2003		Book	Japanese written	¥ 21,120	9	0	9	Sato's office	A	A	Arrived 2003.08.11
			Sub-Total	¥ 746,120							
				\$ 1,559.40							

Annex 22 Monitoring and Evaluation Sheet

1. Level of Production Group Members at present and in future

2003.June

Subject	Enrique G.		Alfredo G.		Carlos L.	
	Pre.	Fut.	Pre.	Fut.	Pre.	Fut.
1. 5S	2	5	1	5	2	5
2. Safety	1	2	4	5	4	4
3. Maintenance System	4	4	1	3	1	4
4. Cost Reduction	1	3	1	3	3	3
5. KAIZEN	4	5	4	5	4	5
6. Lean (TOYOTA) Production System	2	3	2	3	2	3
7. Seiso Inspection	4	5	2	4	4	5
8. QC 7 Tools	3	3	3	3	3	3
9. POKAYOKE	2	3	1	3	2	3
10. Production Management	2	3	1	3	1	3
11. Taguchi Method	1	1	1	1	1	1
12. How to rotate PDCA	1	3	1	3	1	3
13. Hoshin Management and Benchmarking	1	3	1	3	1	3
14. TQM	0	1	0	1	0	1

Level by number:

- 1: Can talk about it 2. Gave lecture with LTE 3: Gave lecture independently
 4. Implemented with LTE 5: Can implement independently in a company

As of 2002 June

Subject	H. Rojas		M.Arias		L.Longhi		J.Raul		Pedro	
	Pre.	Fut.	Pre.	Fut.	Pre.	Fut.	Pre.	Fut.	Pre.	Fut.
History and Trend of QC	3	3	3	3	3	3	3	3	3	3
QC 7 tools and New QC 7 tools	4	5	4	5	4	5	4	5	4	5
Statistical Quality Control (STE Sep.02)	2	3	2	3	2	3	2	3	2	3
KAIZEN on Quality	3	5	3	5	3	5	3	5	3	5
Total Quality Management	3	5	3	5	3	5	3	5	3	5
Quality Assurance System (Incl.ISO9000)	4	5	4	5	4	5	4	5	4	5
Customer Satisfaction Analysis	2	5	2	5	2	5	2	5	2	5
QFD	2	3	2	3	2	3	2	3	2	3
Liability theory	2	3	2	3	2	3	2	3	2	3
Activities as lectures to deepen knowledge	3	3	3	3	3	3	3	3	3	3
Case study through company visit	4/3	5	4/3	5	4/3	5	4/3	5	4/3	5
Diagnosis on Quality Management	4/3	5	4/3	5	4/3	5	4/3	5	4/3	5
Long Term Consultation	4/3	5	4/3	5	4/3	5	4/3	5	4/3	5

[Level description]

- 1: Know what it is
- 2: Can talk about it
- 3: Can give lecture
- 4: Can implement it independently or start implementation at several companies
- 5: Can instruct it to others or implement it at plenty companies and make reports based on data

2. Level of Quality Group Members at present and in future

Former part of 2003

Subject	H. Rojas		M.Arias		L.Longhi	
	Pre.	Fut.	Pre.	Fut.	Pre.	Fut.
1. Basic and Essential Qualifications						
1-1 Understanding of Production System	5		5		5	
1-2 Roles of Consulting Engineers	3		3		3	
1-3 Getting the information from the companies	4		4		4	
1-4 Ability to forward the project						
1-4-1 To select and prioritize issues	5		5		5	
1-4-2 To prepare the plans	5		5		5	
1-4-3 To perform the plans	5		5		5	
1-4-4 To obtain the goals	5		5		5	
1-4-5 To make the reports	5		5		5	
1-5 Getting the information from wide resources	5		5		5	
2. Technical Matters						
2-1 History and trend of QM	5		5		5	
2-2 TQM activities						
2-2-1 Customer and market focus	4		4		4	
2-2-2 Leadership and commitment of management	4		4		4	
2-2-3 Involvement of people (Team work)	5		5		5	
2-2-4 Education and training	3		3		3	
2-2-5 Continuous improvement	3		3		3	
2-2-6 Process management	3		3		3	
2-3 Quality management system (including ISO 9001)	4		4		4	

Subject	H. Rojas		M.Arias		L.Longhi	
	Pre.	Fut.	Pre.	Fut.	Pre.	Fut.
2-4 Basic tools for improvement activities						
2-4-1 5S activities	5		5		5	
2-4-2 The idea of PDCA	5		5		5	
2-4-3 Problem solving techniques	5		4		5	
2-4-4 Statistical methods for quality improvement (including QC 7 tools)	4		4		4	
2-4-5 Standardization	4		4		4	
3. Practical Application Matters						
3-1 Lecture activities to improve knowledge	5		5		5	
3-2 Company visit activities (Advisory level)	4		4		4	
3-3 On the job training (More responsible for the solutions)	3		3		3	

Level by number:

- 5: Being able to make use of the knowledge understood and to instruct others. / Being able to do independently and instruct others
- 4: Being able to make use of the knowledge understood. /Being able to do independently.
- 3: Understanding the issues. /Being able to prepare the activity and do with assistance of others..
- 2: Having the knowledge about the issues. /Being able to prepare the activity with assistance of others.
- 1: Knowing the information about the issues but not enough be a knowledge. /Consultancy at the basic level of assistants.

3. Level of Administrative Group Members at present and in future

2003.Feb.

Subject	J. Arce		C.Herrera		G.Arce		Z.Ramirez	
	Pre.	Fut.	Pre.	Fut.	Pre.	Fut.	Pre.	Fut.
Basic of Business Management								
Structure of business management	3	5	3	5	3	5	3	5
Marketing	3	5	3	5	3	5	3	5
Human resource development	5	5	5	5	5	5	5	5
Financing & Accounting	2	5	2	5	2	3	2	3
Other ready-learned knowledge and skills								
Production Management	2	5	2	5	2	5	2	5
Quality Management	2	5	2	5	2	5	2	5
IE and layout	2	5	2	5	2	5	2	5
Scientific Problem Solving Procedure	2	5	2	5	2	5	2	5
Foundation building program								
5S	5	5	5	5	5	5	5	5
SGA	4	5	4	5	4	5	4	5
SS	3	5	3	5	4	5	3	5
Moral Survey	3	5	3	5	3	5	3	5

- [Level description]
- 1: Did not understand
 - 2: Understood
 - 3: Able to explain the said item to others
 - 4: Able to establish textbooks on the defined items
 - 5: Able to apply the said item on a consultation activity

Annex 23 List of Attendance of the Meeting

Costa Rican Side

1. Mr Fernando Gutiérrez Minister, Ministry of Science and Technology
Project Director
2. Mr Olman Muñoz Executive Director, CEFOF
Project Manager
3. Mr. Germán Rudín Director Technologies, CEFOF
Project Coordinator
4. Mr. Ezequiel Sanchez Administration Director, CEFOF

5. Mr. José A. González Coordinator, Production Management Area, CEFOF
6. Ms. Hazel Rojas Coordinator, Quality Management Area, CEFOF
7. Mr. José Arec Coordinator, Administrative Management Area, CEFOF
8. Ms. Arlette Jiménez Coordinator, Productivity Measurement Area, CEFOF

Japanese Side

Evaluation Team

1. Mr. Nobutetsu Enoshita Leader
2. Mr. Naoya Kuchimura Technology Transfer Planning
3. Mr. Kaoru Okada Evaluation Management

Japanese Expert in the Project

1. Mr. Masahito Sato Chief Advisor
2. Mr. Tatsuaki Fukunaga Project Coordinator
3. Mr. Kenji Takemura Expert in Production Management
4. Mr. Hideo Nakamura Expert in Quality Management
5. Mr. Iwao Wada Expert in Administrative Management

JICA Costa Rica Office

1. Ms Mika Yamamoto Resident Representative
2. Mr. Tomihide Cho Technical Cooperation Assistance



調査団員報告

財団法人 社会経済生産性本部 国際部
口村 直也（技術移転計画）

1. 調査団員所見

当プロジェクトにおける技術移転は、一部の長期専門家の一時帰国による空白期間があったものの、熱意ある専門家の指導により比較的順調に進んでいる。C/Pからのヒアリングにおいても技術移転を受けることに対する高いモチベーションを確認することが出来た。CEFOF 経営層のマネジメント力の脆弱さと組織の風通しの悪さがプロジェクトの進捗に悪影響を及ぼしており、今後その改善を JICA チームとして積極的に促す必要がある。

2. 技術移転計画

2003 年 9 月に開催された JCC の結果をベースとし、技術移転計画の妥当性及び修正点の確認を行った。その結果として下記 4 点の修正について合意した。

PDM : 生産性測定分野専門家の長期専門家から短期専門家への変更

TCP : 和田専門家の赴任に伴う技術移転事項の追加

TCP : 生産性測定分野における技術移転内容の変更（マクロからセミマクロへ）

TCP : コンサルタント認定資格制度の為の移転項目の追加

なお、TCP の変更に伴い、ATCP の変更も行った。

3. コンサルティングサービスの実施に向けて

プロジェクト目標として、終了時に 3 分野の技術移転により事業としてコンサルティングサービスを実施することとされている。これに対する課題は、当該サービスを実施するための体制構築及び各分野の成果をより効果的に発揮する為の枠組構築計画が存在しない事である。については下記改善策について CEFOF 幹部及び JICA チームと協議を実施し、上記課題に関する認識を共通のものとすると同時に、改善に向けた取り組みを実施することを確認した。

改善策

サービス実施体制の構築（事業計画・マネジメント問題：CEFOF - JICA チーム）

注）CEFOF カウンターパート、JICA チームからのヒアリングの結果として、CEFOF 経営層の経営能力には疑義があり、上記実施体制の構築に関する CEFOF 幹部の意思は確認したが、その実現には疑問が残る。

全 C/P の CEFOF 事業としてのコンサルティングサービス実施に向けた認識アップと全 C/P による当サービスのプロモーション活動の展開

コンサルタントとしての共通スキル（トップインタビュー提案書作成・プレゼンテーション等）及び相互関連性の強いコンサルティングスキルの学び合いと組織としてのノウハウ蓄積（マニュアル化など）

顧客属性・要望等のデータベース構築による事業機会の逸失防止

事業体としてコンサルティングサービスを実施するということの認識アップ及び、マーケティング部門の実質的機能不全をカバーするための全 C/P によるプロモーション活動(セミナーやトレーニングコースなど顧客と接触を持つ機会を活用)の展開に資する技術移転・グループ間情報交換を、各分野の進捗状況を見ながら実施する。

なお、当改善策の取り組みについては CEFOF 幹部及びチーフアドバイザーのイニシアチブの下、全ての長期専門家のご協力を頂きながら進め、特に については和田専門家に実施推進に関する取り纏めの任をお引き受け頂いた。

(該当項目 Annex10 TCP 4.2.7)

補足説明

- ・ 複数の C/P が各分野の連携の必要性を言及(各事業の相乗効果を期待)
- ・ 経営戦略コンサルティングは分野として存在し、コスタリカにおいても事前診断の位置づけで有用と考えられるケースは存在する。(C/P マイノールさんからのヒアリング：食品企業の調査業務における業績低迷に関する経営改善の悩みに応じるケース)

ただし、事業戦略コンサルティングでは企業経営等の豊富な経験が必要とされ、未成熟なコンサルタントによるコンサルティングは顧客に悪影響を与える可能性大である。については当分野の専門家による技術移転は時期尚早と判断し、比較的当分野と関連性の深い経営管理分野の和田専門家に現在 CEFOF で必要な経営コンサルタントとしての基本的事項について、他分野の専門家からのご協力を得ながら、取り纏め及び実施をしてもらう。

以 上

OJT Visits to the Companies

Area: Production Group

Period	Company	Expert (& C/P)	Description
Apr.1,2001	INA	Marvin Herrera- Carlos Leandro-Erick Chavez - Enrique González	5S-Food Microbiology-GMP-HACCP-Methodology of Implementation
Apr.1,2001	Firestone	Marvin Herrera- Carlos Leandro-Erick Chavez - Enrique González	Training 5S-Productivity Concept-HRM
Apr.1,2001	Firestone	Marvin Herrera- Carlos Leandro-Erick Chavez - Enrique González	Module1 Basic-Module2 P &Q Management-Module3 Organizational Culture- Module4 Special Topic
Jun.7,2001	Tecnico Don Bosco High School	Enrique & Takemura	Closing ceremony of CAD/CAM
Jun.13,2001	DIMSA	Enrique & Takemura	Product development and designing process of the company are well with CAD System
Jun.14,2001	CCSS Central Laundry	Leandro & Takemura	The most critical issue of the factory seems to be material flow. The production capacity of each process is likely unbalanced
Jun.21,2001	CCSS Central Laundry		The most critical issue of the factory seems to be material flow as CCSS Central Laundry and among the processes , extensioner is the bottle neck process.Preventive maintenance System should be introduced in the factory.
Jul.27,2001	INCSA	Takemura Chavez leandro Brian Gonzalez Marvin Teresa	Stage 5S - Stage Kaizen - Safety activity - Kaizen by analysis and technology
Aug.8,2001	COMECA	Mr.takemura	After 5S activity and having acquires ISO9000, COMECA, which manufactures can, wants new activity to be started with CEFOF.
Sep.12,2001	METALCO	Mr.takemura Leandro & J.Arce	In order to extend 5S Activity with the company visited the factory.
Nov.1,2001	Rincon Grande	Mr.Takemura, Rudin & Leandro	
Nov.8,2001	Crown Cork	Mr.Takemura & 3rd Country training participants	
Jan.15,2002	INCSA	Mr.Takemura Mr.Suzuki Leandro Alfredo	Talked at manager meeting of the company on "some important points in the implementation od 5S"
Jan.28,2002	Crown Cork	Mr.Suzuki, Mr.takemura Leandro Alfredo Gonzalez	Purpose: Investigation for Consultation - Group A: Total production flow and Quality - Group B: Production of machine -2
Feb.4-7,2002	Crown Cork	Mr.Suzuki Alfredo Brian	Investigation for consultation - Gatering data, Quality and Production Observation

Period	Company	Expert (& C/P)	Description
Feb.15,2002	TechShop International	Mr.takemura & Enrique	Introduction of XCEFOF - Discussion on the Program - Work shop floor observation
Feb.26,2002	Panasonic	Takemura Rudin Gonzales Leandro	Workshop observation before program preparation - Concern of the company : Maintenace for the improvement of efficiency
Mar.8,2002	INCSA	Mr.takemura	Meeting with project members of the company - The first lecture on KAIZEN for the introduction of the project will be held on march 23 from 8:00 to 14:00
Apr.10,2002	INCSA	Takemura Leandro Brian Gonzales	Process analysis for setting theme 1) Organization 2)Products 3)Production Process
Apr.10,2002	INCSA	Takemura Leandro Alfredo Brian	Plant visit and seting issues for KAISEN
Apr.24-25,2002	INCSA	Leandro Aldredo Brian Chavez Gonzales & Takemura	1) Project members understood frame of safety management with the example of NSC as Beach Marking 2) Purpose: Seminar on Safety Management
May 10,2002	INCSA	Enrique Alfredo Erick Takemura	1)KAIZEN for ball mill process 2) KAIZEN for dispach process 3) KAIZEN for Safety Activity
May 20,2002	INCSA	Takemura - Enrique	KAIZEN for ball Mill process , How to combine 5S with MAC activity. 1) Lecture on SEISO inspection 2) The group decided activity theme "Increment of MTBF from 25 to 30hrs" 3) The member discussed what data should be analyze to find problem as below 4) Pareto diagram of machine breakdown for one year 5) Case study of machine breakdown on 19 may. Visula data operation
May 22,2002	INCSA	Takemura - Enrique	Safety Activity: How to analyze and how to find problems. Accident record of 2001 made on: by month, by time, by age, by experience, by parts of body
May 24,2002	TechShop International	Takemura - Enrique	Layout of new Uruca Plant URUCA plant. In order to achieve it. Takemura gave some advices to the new layout plan of
May 29,2002	INCSA	Takemura Alfredo Brian Chavez	Takemura introduce some examples of safety activity in Japan according to this experince, Project members discussed how to apply them in INCSA. However, discusssion was not based upon data or analysis. Project member started to apply x-pokit activity
May 29,2002	INCSA	Alfredo Takemura	Project member continued analyzing causes of machine stop with cause and effect diagram. Study for next meeting was decided: To take date of achievement rate of packaging machine - To make cause and effect. Diagram of the packaging machine - To summarize the result of activity of the day.
Jun.1,2002	INCSA	Takemura	Project member decided the targets of the project 1) Frecuency rate 2) Continuous No. Accident day
Jun.6,2002	INCSA	Takemura Alfredo	Activity report to High Manager Meeting Project activity Report: Results of Analysis on the accident in last year * Report of the Acident on 27th May * takemuras comments: Master the method and process of analysis - Analysis is for Implementation Do start now - Implement by activity
Jun.6,2002	INCSA	Takemura Alfredo	KAIZEN FOR BALL MILL CEFOF offered examples of analysis and explained how to make them * Project member try to find problems with analyzed data * Project Member will set up countermeasures * takemura´s comments
Jun.12,2002	INCSA	Takemura Alfredo Brian Chaves	Sting up Activity Items * Takemura explained Job and Project process and emphasized to keep in mind the process * Discussion on and setting up of Activity plan and items. The items are almost picked up. * Project member should decide countermeasures until next meeting.

Period	Company	Expert (& C/P)	Description
Jun.12,2002 (PM)	INCSA	Alfredo Takemura	KAIZEN FOR DISPATCH Main cause of machine stop was analyzed and the project member are focusing the cause of bag break. * The member has started seting up items of Project Activity.
Jun.20,2002	INCSA	Gonzalez Brian Alfredo Takemura	Setting up Activity Items * Takemura introduced other group's activity and emphasized to keep in mind the process * Discussion on and setting up of Activity paln and it's items * Project member should decide countermeasures until next meeting.
Jun.26,2002	INCSA	Chavez Brian Alfredo Takemura	Setting up detail action plan *Discussion on and setting up of activity plan and it's items . The items are almost picked up. * Project members are setting time schedule of the plan * Concrete items to be implemented in July shold by fixed until next meeting
Jun.26,2002 (PM)	INCSA	Brian Alfredo Takemura	* The project members are on the stage of picking up detail items of the action plan. * However, items are rather general * Concrete items to be implemented in July should be fixed until next meeting.
Jun.27,2002	INCSA	Brian takemura	* The project members are on the stage of picking up detail items of the action plan. * Takemura gave advice to put more concrete items which are to be implemented in July.
Aug.14,2002	INCSA	Chavez Brian Alfredo Enrique Takemura	* The project member copmpleted safety Monument and Board at the entrance * Safety control system has systemized well. But result does not follow yet. * New training program is necessary for all employees.
Aug.14,2002 (PM)	INCSA	Alfredo Enrique Takemura	* Production ratio of Dispatch has improved by the reduction of Bag Breack * However, it seems it due to the effort of Bag Supplier (INPASA) * More logical and technological approach is necessary * MTBF (target) has improved from 25 hrs to 40 hrs (Final teget is 50hrs) * The project members have made several KAIZEN
Aug.23,2002	Cutler Hammer	Leandro Enrique Takemura	Factory Observation Before starting Activity * The company wants activity with CEFOF to improve the factory The activity will start with 5S seminar on Sep.5
Sep.3,2002	INCSA	Hugo Alfredo Carlos Takemura	Follow up the activity . Productivity of the process is coming up. Next target could be imporvement of packing machine with desity of cement Home work: KAIZEN sheet to be filled with KAIZEN on bag break.
Sep.4,2002	INCSA	Hugo Alfredo Carlos Takemura	KYT with new training sheets. Lecture on "How to analyze an Accident" Home work: Analysis of a recent accident
Sep.4,2002 (PM)	INCSA	Hugo Enrique Alfredo Takemura	Follow up the activity MTBF is almost near to the target: Home work KAIZEN shhet to be filled with 10 KAIZENs
Sep.18,2002	INCSA	Eric Alfredo Carlos Takemura	Safety Project: Following up the activity plan * Discussion How to let employee pay attention to " The day without accident"
Sep.17,2002	Hnos.Gutierrez	Carlos Mr.Sato takemura	Explanation of KAIZEN activity, Workshop visit.
Sep.24,2002	INCSA	Hugo carlos Takemura	Follow up the activity . Training of KAIZEN report sheet
Sep.25,2002	INCSA	Hugo Enrique Alfredo Carlos	Follow up the activity . Training of KAIZEN report sheet
Oct.2,2002	INCSA	Hugo Alfredo Carlos Takemura	Cause analysis of the accident on Sep24.
Oct.15,2002	INCSA	Hugo Alfredo Carlos Takemura	Theme: Dispach Project Discussion on next step of the activity - Improvement of Packing machine
Oct.16,2002 (AM)	INCSA	Hugo Enrique Alfredo Takemura	Safety Project: How to analyze causes of the acident
Oct.16,2002(P M)	INCSA	Hugo Enrique Alfredo Takemura	Ball Mill Project: Confirmation of KAIZEN points Report making of KAIZEN results.

Period	Company	Expert (& C/P)	Description
Oct.17,2002	RECOPE CARTAGO	Enrique Ericka Takemura	How CEFOF can give consultation to the company. Problem of the company: Uncertainty of volume of each product?
Oct.29,2002	INCSA	Alfredo Leandro Takemura	Dispach Project: Setting new subject of the project : Prevention of dust pollution of Dispach
Oct.30,2002	INCSA	Hugo Alfredo Enrique Leandro	Safety Project: Analysis of the Accident - completed
Nov.12,2002	INCSA	Leandro Takemura	Theme: Dispach Project (KAIZEN FOR Dust Polution) Principle of solving problems of dispach - Identifying the origins and results by shooting video and camera
Nov.19,2002	INCSA	Leandro Takemura	Dispach project: Identifying the origing of dust Leandro & takemura identified 12 origins and made material for next meeting.
Nov.20,2002	INCSA	Hugo Enrique Alfredo Leandro Takemura	Safety Project: Follow up of training in the company * INCSA implemented KYT for 100 workers by 4 times with their own material based on takemura's material Each group will make presentation to managers meeting in December.
Nov.20,2002 (PM)	INCSA	Hugo Enrique Alfredo Leandro Takemura	Ball Mill Project: Follow the activity and summarized 1stage of the project.
Nov26,2002	INCSA	Leandro Takemura	Dispach Project: Explanation of the origins of dust * Discussion on KAIZEN ideas for the origin.
Dec.4,2002	INCSA	Hugo Enrique Alfredo Leandro Takemura	Safetu Project: How to involve line to the safety Activity * How to motivate people to the target in the end of year
Dec.4,2002	INCSA	Enrique Alfredo carlos Takemura	SEISO Inspection Lecture : Lecture to G.Manager and Managers
Jan.14,2003	INCSA	Hugo Enrique Alfredo Carlos	Safety Group archieved the target of days without accident. Target 75 days.
Jan.22,2003	INCSA	Enrique Alfredo Takemura	Safety project 2003. days without accident is continuing, 100 days on next Friday Reviw and evaluation of the activity in
Jan.29,2003	INCSA	Enrique Alfredo takemura	Dispach Project: Development of KAIZEN ideas t the origin of dust
Jan.29,2003 (PM)	INCSA	Enrique Alfredo takemura	Ball Mill Project: Follow up of Machine Stop in December and January * Preparation of SEISO Inspection.
Feb.4,2003	INCSA	Alfredo Leandro Takemura	Dispach Project: Development of KAIZEN ideas by an example to an origin of dust. * How to start solving problems. How to make idea * How to draw development picture etc.
Feb.5,2003	INCSA	Enrique Alfredo Leandro	Ball Mill Project - Siso Inspection Participants 17 people * Defected items: 40
Feb.12,2003	INCSA	Enrique Alfredo carlos Takemura	Safety project: How to manage safety for a construction project. * What is the role of safety in the planning of the year Day without accident 119 days
Feb.12,2003 (PM)	INCSA	Enrique Alfredo carlos Takemura	Ball Mill Project: Summary od SEISO Inspection * Discussion on new activity subject: Improvement of dust pollution at Ball Mill? Record: MTBF of Ball Mill #3 in this year is running well
Feb.18,2003	INCSA	Alfredo takemura	Safetuy Project: How to report the result of the activity to the top mabagement and manager meeting.. Record day without accident 125 days
Feb.19,2003	INCSA	Alfredo Leandro Takemura	Dispach Project: Follow up of KAIZEN activity to the origin of dust.
Feb.26,2003	INCSA	Enrique Alfredo leandro Takemura	Safety Project: * How to report the result of the activity to the top management and manager meeting. * Activity report at Manager Meeting The meeting was held for 1.5 hours. It was successful with good evaluation and support by managers. Day without accident 133 days
Feb.26,2003	INCSA	Enrique Alfredo Leandro Takemura	Ball Mill Project: * Discussion on the cause of machine stop by air pressure drop * The machine observation for the origin of dust in Ball Mill.

Period	Company	Expert (& C/P)	Description
Mar.4,2003	INCSA	Enrique Alfredo carlos Takemura	Dispch Project: * Follow up of KAIZEN Activity One KAIZEN was alrely applied to CEPAL * Discussion on the presentation at manager meeting
Mar.5,2003	INCSA	Enrique Alfredo Leandro Kuwahara Olman German Takemura	Ball Mill Project, Dispatch Project Presentacion of the Project Activity at Manager Meeting The presentation was successfully implemented with high appreciation by managers and CEFOF management
Mar.12,2003	INCSA	Enrique Alfredo Leandro Takemura	Safety: Discussion on how to manage safety manager meeting * Discussion on safety management on new project construction * Days without accident 147 days
Mar.12,2003 (PM)	INCSA	Enrique Alfredo Leandro Takemura	Ball Mill Project: Specifying and recording of the origin of dust at Ball Mill by Video * Discussion on how to prevent dust pollution
Apr.2,2003	HOLCIM / Cartago	Enrique Alfredo Takemura	Manager Meeting of Safety * Opening speech by Takemura: Carateristic of Safety Management * Discussion: The role of management for safety management"
Apr.2,2003 (PM)	HOLCIM / Cartago	Alfredo Leandro Takemura	Activity Summary for closing the project * Ball Mill Project: How to prevent dust pollution at #4 ball mill * Dispach project: Follow up of KAIZEN at CEPAL
Apr.4,2003	HOLCIM / Cartago	Enrique Alfredo Leandro German Ileana Takemura	Discussion on new project contract: * Summary of 1st stage activity * Short presentation of Bechmarking by Takemura * The new contract will be as same as 1st stage project. * The company will from new project member. *Mr Roger will select the subjects for the project * Ball Mill group will have follow up consultation by Takemura
Apr.23,2003	HOLCIM / Cartago	Alfredo Takemura	Cause analysis of the accident * Analysis the cause of an accident on mAr.30 * New target of the safety 180 days
Apr.30,2003	HOLCIM / Cartago	Leandro takemura	Discussion on theme setting of new activity * An explanation of "How to set up the advanced activity of the project" * Discussion on the present issues of the company
May 14,2003	HOLCIM / Cartago	Leandro Ileana Takemura	Discussion on theme setting of new activity * Explanation of the outline activity by Takemura Theme by theme * Discussion on the present issues o fthe company
May 20,2003	Olympic Precision	Ileana Enrique Takemura	proporsal of the activity for the contract * Explanation of the idea of the activity by takemura The companay wants a package of seminar and not consultation activity. The plan will be proposed by CEFOF
May 22,2003	HOLCIM / Cartago	Leandro Takemura	safety activity for periodical maintenance 2) Monthly safety manager meeting
May 27,2003	HOLCIM / Cartago	Leandro Takemura	Explanation of the process of the next activity * Explanation of the idea of the activity by takemura and discussion Project leader Mr.carlos understood and agreed the activity. He will form project memebers Takemura will explain the planned activity tothe members in next week.
Jun.4,2003	HOLCIM / Cartago	leandro Takemura	safety Activity report to regional general manager Advice on how to analyze data and how to express the results. Theme 2: Discussion on how to deploy KAIZEN activity linked with safety and 5S theme 3: Explanation on the process of Energy reduction to the project members. takemura explained the process of Energy reduction and gave them home work.
Jun.18,2003	HOLCIM / Cartago	Leandro Takemura	Safety Activity: How to link KAIZEN with Safety Activity
Jun.18,2003	HOLCIM / Cartago	Leandro Takemura	Energy Reduction: Data analysis of electricity by month Next advice of data analysis
Jun.25,2003	HOLCIM / Cartago	Leandro Takemura	Safety Activity: The process to promote KAIZEN with safety . The project member form 4 group for KAIZEN activity

Period	Company	Expert (& C/P)	Description
Jun.25,2003 (PM)	HOLCIM / Cartago	Leandro Takemura	Energy reduction: Mr. Takemura modified and explained the data from "Consumo de Energía Electrica" and pointed the importance of displaying through graphs exactly what we want to say. Mr. Carlos Obando brought new consumption data based on tons production.
Jul.2,2003	HOLCIM / Cartago	Leandro Takemura	Safety Manager Meeting: Takemura explained how to link KAIZEN with safety activity to managers
Jul.2,2003 (PM)	HOLCIM / Cartago	Leandro Takemura	Energy Reduction: takemura explained the results of analysis and how to do it. The project members discussed the results of dataa analysios for Ball Mill 4 done by Mr.Adrian Obando.
Jul.3,2003	HOLCIM / Turrialba	Leandro Takemura	5S activity implementation: All memebers implemented SEIRI and SEITON to Maintenance Shop.
Jul.11,2003	HOLCIM / Cartago	Leandro Takemura	Safety Manager meeting: 1) How to analyze the accident which took place July 03 by safety Engineering Method. 2) KAIZEN- Safety activity at Mining Department.
Jul.9,2003	HOLCIM / Cartago	Leandro Takemura	Energy reduction: takemura explained the results of analysis for #4 Ball Mill. The project members discussed how to reduce electricity consumption of #4 Ball Mill. And found the seeds which will bring Cost Reduction of 36 million colones per year.
Jul.15,2003	Good Willing Co.	Takemura	Safety Project summary of hazard detection at Mining Dep. 2) Energy Project: Discussion on Energy Reduction for Ventilation System.
Sep.3,2003	Holcin / cartago	Alfredo Leandro Takemura	safety Activity: Follow up of activity plan * Discussion on the safety activity of Kiln.
Sep.3,2003 (PM)	Holcin / cartago	Alfredo Leandro Takemura	Electric Enewrgy Reduction: Follow up of activity Ball Mill #4 Pully test in next week. Ball Mill #3 Data Ajustment * Takemura explained how to investgate deepe
Sep.3,2003 (PM)	Holcin / cartago	Alfredo Leandro Takemura	Quality: How to manage quality * data realiability. Cause and effect on some characteristic. Item to be controled. How to control characteristics.
Sep.4,2003	Holcin / cartago		Outline of the plant No.of employee:13 genrator No1 1.2MW No2 14Mw. Point of the management: Machine breakdown and the relation with community. Machine breakdown; Thrust bearing of water turbine (Operarion ratio 90%) Bearing base destruction by metal fatigue because caused by Heltz Stress?
Sep.17,2003	Holcin / cartago	Alfredo Leandro Takemura	Electric Energy reduction: Follow up of Activity plan * Lecture and presentation of " Hos to analyze data of #3 Ball Mill"
Sep.24,2003	Holcin / cartago	Alfredo Leandro Takemura	Electric Energy reduction: Explanation of data analysis by Takemura * There was data logging mistake of the data in July
Sep.24,2003 (PM)	Holcin / cartago	Alfredo Leandro Takemura	Safety Activity: Discussion on How to activate safety Activity: Safety record of the company is critical. How to realice managers the importance of safety * Revision of Safety indication at the entrance
Oct.1,2003	Holcin / cartago	Alfredo Leandro Takemura	Electric Energy Reduction: Mr. Jaime and Federico explained KAIZEN plan of #3 Ball Mill and Group member discussed on it.
Oct.8,2003	Holcin / cartago	Leandro Alfredo takemura	Safety Activity: Takemura explained: What is the idea of Safety First * How is the punishment rule in Japan for the regulation of a company.
Oct.8,2003	Holcin / cartago	Leandro Alfred Takemura	Electric Energy Reduction: Takemura presents to the managers, in summary how to the whole activity has been developed, and the new pan for Ball Mill 3. Jaime Montoya explained some of the actions. * takemura mentioned that besides Ball Mill 3 Plan, we would like to have a similar plan for Vertical Mill and for Ventiladores.

Period	Company	Expert (& C/P)	Description
Oct.8,2003 (PM)	Holcim / cartago	Alfredo Leandro Takemura	Quality: Analisis of the procedures for the quality of the products that develops the company Holcim Mr. Takemura showed the example of improvement of the yield by means of the application of the method of experimental desing applied to the golf.
Oct.15,2003	Holcim / cartago	Alfredo Carlos Takemura	Safety Activity: Making agenda for the meeting with Mr. Roger
Oct.15,2003 (PM)	Holcim / cartago	Alfredo Carlos Takemura	Electric Energy Reduction: Following up of the activity of each group * takemura explained his analysis for the data of Vertical Mill and Kiln * There was active discussion.
Oct.16,2003	Holcim / cartago	Alfredo Carlos Takemura	Special meeting with Mr.Roger on Safety: Recent accidents in Holcim * Mr. Roger Solano's opinion on Safety activity and results, role of safety committee Even through some accidents took place, he realice the improvement of consciosness on safety by the change of culture. Therefore, he is not disappointed by the results * Closed informal meeting with managers will be help next week.

Area: Quality Group

Period	Company	Expert (& C/P)	Description
May 4,2001	Corporacion Pipasa	Mr.Aoi	Consultancy & Trainning ISO9000
May 4,2001	Astec S.A:	Mr.Aoi	Consultancy & Trainning ISO9000
May 4,2001	AS Sukkar S.A:	Mr.Aoi	Consultancy & Trainning ISO9000
May 4,2001	Sonriqs	Mr.Aoi	MEPAC
May 4,2001	El Palmar	Mr.Aoi	5S
May 4,2001	Incsa	Mr.Aoi	5S
May 4,2001	Flinter	Mr.Aoi	5S-GMP'S
May 4,2001	Caminos del Sol	Mr.Aoi	HACCP
May 4,2001	Ancla	Mr.Aoi	5S - GMP'S
May 4,2001	Embutidos Valencia	Mr.Aoi	5S - GMP'S
	Astec S.A:	Mr.Aoi - J.Raul - Pedro - Hazel - Marianela	ISO 9001 Consultancies are implemented according to ISO standard. 4 parties are organized to consult separately.
Sep.28,2001	Astec S.A:	Mr.Aoi J.Raul Hazel Marianela Pedro	ISO9001 implementation - Customer complaint analysis - Customer information sheet in their document for ISO9001 - Certificate
Oct.5,2001	Macadamia Costa Rica	Mr.Aoi Carmen Luigi	This company received consultancy by other sector (ISO9001,HACCP) and is required to correct some items, when be received audit. CEFOF is asked to help only this correction work until December
Oct.11,2001	ANCLA	Mr.Aoi Marianela	5S GMP Renewals of workshop were completed. Renewals & Seiri,Seiton are able to confirm clearly by photos at Dec.2000 & present status. Standardizations for GMP are now implementing
Nov.8,2001	SEPRESA	Mr.Aoi	Thirs Country Training Program 13 members and Hazel, 5S was introduced by CEFOF (Seiri, Seiton, Identification of machines & place KAIZEN suggestion system)

OJT Visitas a compañías

Dato al: 23 de Octubre 2003

Period	Company	Expert (& C/P)	Description
Feb.5,2002	Coopevictoria	Mr.Aoi Marianela J.Raul Luigi	ISO9001 consultancy, plant tour for sugar - sugar cane process, coffe bean process
Apr.10,2002	Los Patitos	Mr.Aoi Marianela	Greeting for KAIZEN activity and General plant tour
Apr.16,2002	Coopevictoria	Mr.Aoi Jose R	Lecture on KAIZEN
Apr.23,2002	Coopevictoria	Mr.Aoi	KAIZEN lecture was presented by Aoi, 1) Tools and Key-words of KAIZEN 2) Discution on next KAIZEN activity schedule
Apr.30,2002	Coopevictoria	Mr.Aoi & Luigi	Sugar production process
May 16,2002	Sonriq´s S.A.	Mr.Aoi & J.Raul	ISO9001 consultancy - CS
May 18,2002	Coopeleche	Mr.Aoi - J.Raul Viviana	ISO9001 consultancy CS
May 21,2002	Los Patitos	Mr. Aoi Marianela Luigi	ISO9001 consultancy - Customer complaint data: Well collected computer inputted - Customer questionnaires survey: Survey was not applied in past - Contact agreement: They have no agreement
May 28,2002	Coopevictoria	Marianela Luigi J.Raul Alonso Aoi	ISO9001 consultancy There is no complain for Sugar, Coffe and other food product.
Jun.4,2002	Los Patitos	Mr.Aoi Marianela Luigi	Report on Complaint data analysis - Cause and effect diagram for worst 3 complaints * Hole * Expiration date over * Label identification
Jul.23,2002		Hazel Marianela Pedro J.Raul Aoi	ISO implementation by C7P * Aoi good by greeting to Mr.Dagoberto & asking him to continue the KAIZEN
Dec.17,2002	Coopevictoria	Hazel Marianela Nakamura	Meeting about the internal audit results 2) Presentation on QC circle activities (4 teams)
Jan.13-17,2004	FANAL	Mr. Nakamura German Felipe Ileana	Factory Tour
Jan.21,2003	Los Patitos	Mr. Nakamura Marianela Luigi	Meeting wirh Ms Isabel (gerente general) & Ms. Mayra (Control Calidad) 2) 1 hour factory tour.
Jan.29,2003	Sol Caribe - Turrialba	Nakamura Hazel	1.5 hour factory tour. Hearing the ISO 9001 meeting with Ms.Hazel and the company staff. (2.5 hours)
Jan.27,2003	Flor y Fauna - Aguas Zarcas	Nakamura German Felipe	Meeting with Mr.Ricard (President) 1.5 hours factory tour. Their intention establishing QC system through implementation ISO 9001
May 6,2003	Coopevictoria	Hazel Marianela Nakamura	Information gathering about ISO 9001 from the key persons of Coopectoria, with Mr.Dagoberto Mr.Abel Mr.Victor and Fabio individually 2) Discussion with them, individually, about how to continue implementing ISO 9001 to the company.
May 9,2003	SEPRESA	Hazel Luigi Marianela Nakamura	Some discussion about new KAIZEN tools to implement to the company with Mr. William Solis & Jose Prendas, Factory Tour
May 22,2003	Coopevictoria	Hazel Marianela Luigi Nakamura	Meeting with the board member of 12 persons & the staff member of 4 persons about the subject whether to continue implementing ISO 9001 to the company or not. 1) Presentation by HN about the topics "Why does company want to implement ISO 9001? 2) Explanation by HR about the situation of ISO 9001 Implementing activities at the company 3) Qs & As about the subject
Jun.18,2003	COMECA San Jose	Jose Gregorio Ileana	Meeting with Ms Fanni, mager of Quality Dep. & Ms Tanya, chief of education & training 2) They wanted to train yhe practical apllication abilities of qualified Quality Inspectors (15) & supervisors for one year 3) Lecture: two hrs. Twice a week. They want to start the project from the middle of july. 4) After a pre-diagnostic study on June 24, we will prepare the draf of a quotation including OJT.
Jun.24,2003	COMECA San Jose	Jose Gregorio Nakamura	Factory tour

Period	Company	Expert (& C/P)	Description
Jul.16,2003	Coopevictoria	Hazel Marianela Luigi Nakamura	Discussion about how to go forward the project with Mr. Dagoberto general manager Mr. Fabio Asst. GM. Mr. Abel, manager of coffe factory and Mr. Victor manager of Sugar factory.
Jul.22,2003	Coopevictoria	Hazel Marianela Nakamura	Discussion about the schedule of the project
Jul.29,2003	Coopevictoria	Hazel Nakamura	The presentation about "Outline of Iso 9001: 2000" to staff of the coffe factory and the sugar factory 2) Some discussion about the contents of the presentation with the partipants.
Aug.5,2003	Coopevictoria	Hazel Marianela Luigi Nakamura	Training about "Documents control" of Iso 9001 2) Training about "Purchasing" of Iso 9001
Aug.6,2003	Sol Caribe - Turrialba	Hazel Marianela Viviana Nakamaura	Presenting the final report of the Sol Caribe project 2) Some discussion about the presentation 3) Factory Tour
Aug.8,2003	Los Patitos	Luigi Nakamura	hearing the presentation of "Reduction of materials wasted to an impression position of small and large bags on the Tornado machine " 2) hearing the comments from Ms Isabel Ms Mayra and Luigi
Sep.23,2003	Coopevictoria	Marianela Luigi Nakamura	Checking the schedule of the preparation for documents2) Reviewing & checking the documents & the existing state of the operation by MA about "Control od monitoring & measuring device" 3) Discussing & reviwing the document about "Maintenance of equipment
Oct.10,2003	Los Patitos	Hazel Marianela Nakamura	reporting the audit results to quality commietee of Los patitos
Oct.7,2003	Coopevictoria	Hazel Marianela Luigi Nakamura	Discussion about " Customer - related processes" & "Quality objetives" at the coffe factory 2) Discussion & cheking of "Control of monitoring & measuring devices" at Lab. The coffe factory & sugar factory 3) Discussion & Checking of "Purchasing" at the sugar factory 4) Discussion & Checking of " Maintenance of equipment"
Oct.8,2003	Sol Caribe - Turrialba	Hazel Marianela	Reporting the audit results by HR & MA to Quality Committee of sol caribe
Oct.14,2003	Coopevictoria	Hazel Luigi Nakamura	Discussion about "Specification of coffee product" 2) Discussion & checking of "Monitoring & measuring processes & products" "Operation manual" & "Customer complaints" about sugar factory 3) Discussion & checking of "Maintenance of equipment & Documentation center" about the sugar factory

Area: Bussines Management

Period	Company	Expert (& C/P)	Description
Jul.26,2001	Suttle S.A. Costa Rica	Mr.Takizawa	See and understand the 5S program implementation process.
Aug.1,2001	Hihg Scholl Aurora	Mr.takizawa	See and undertand the 5S program implementation activity to high school teachers
Aug.16,2001	Rincon Grande	Mr.Takizawa	Purpose to see and understand the present situation of the 5S program - Contents to listen to the summary presentation about internal operation result.
Sep.3,Sep.7,2001	Gozaka	Mr.Takizawa	Visit to Gozaka in order to listen to their 5S activities summary from 5S Commitee members
Sep.11,2001	San rafael Elementary School	Mr.Takizawa	Taking 5S initial pictures, samll scaled school, then one of key success factors is to what extent will the school get cooperative work from fathers and mothers or graduates.

Period	Company	Expert (& C/P)	Description
Sep.18,2001	Rincon Grande	Mr.Takizawa	Purpose was to attend the final 5S audit activity on this company. The company showed very clear sing to tighten its business process in vertical alliance, more systematic approach with TECORO, its brother company.
Sep.11,Sep.21, 2001	Santa Barbara Elementary School	Mr.Takizawa	Taking initial 5S pictures Implementation of 5S program in this school seemed to be little tough because it looked not having any fundamentarl system on controlling process in practice
Oct.10,2001	Aurora High School	Mr.Takizawa	5S event Big Seiri Day of 5S program .
Oct.17,Oct.19, 2001	Aurora High School	Mr.Takizawa	rest of the program, Seiso operation and painting operation on each day will be re-organized. Takizawa will be participate both days.
Oct.19,2001	Aurora High School	Mr.Takizawa	Main activity was to prepare tools, facilities and circumstances for next day's painting operation. Seiso operation was done by students and faculty members though it was difficult to recognize as being organized much well
Oct.20,2001	Aurora High School	Mr.Takizawa	All the facilities were renewed with the unified colors, pale blue and green. Participants: students, faculty members, fathers and mothers, area's committee members, Abbot members including general manager's couple and CEFOF members, around 100.
Nov.7,2001	Suttle S.A. Costa Rica	Mr.Takizawa	with TCTP participants.
Nov.28,2001	Suttle S.A. Costa Rica	Mr.Takizawa	on 5S final audit activity
Nov.30,2001	Aurora High School	Mr.Takizawa	On 5S final audit activity
Nov.26,Nov.30,2001	Rincon Grande	Mr.Takizawa	Explanation on our consulting process and information exchange
Jan.23,2002	Rincon Grande	Mr.Takizawa	Preparation for consultation (hearing of top management's intension) - Explanation on the result of 10th visit/observation - Preparation of consultation for it management, including introduction of Mr.Serizawa and Mr.Campos
Jan.29,2002	Suttle S.A. Costa Rica	Mr.Takizawa	New members introduction of Mr.Campos and Mr.Serizawa to Octavio and plant tour
Jan.30,2002	TECORO	Mr.Takizawa	Introduction of a new members, explanation on consultation plan and first plan tour visit record attached
Jan.30,2002	EPI S.A.	Mr.Takizawa	Introduction of a new members, explanation on consultation plan and first plan tour visit record attached
Feb.6,2002	Suttle S.A. Costa Rica	Mr.Takizawa	Observation of the new shop floor
Feb.6,2002	EPI S.A.	Mr.Takizawa	Explanation of last visit
Feb.6,2002	Rincon Grande	Mr.Takizawa	Hearing of new information on QC section Offer of question on their business overview report (first half)
Feb.5,2002	TECORO	Mr.Takizawa	Explanation on las visit
Feb.14,2002	Jockey International, Inc.	Mr.Takizawa	Interview with general manager and off-shore director and other . American multinational company in Costa Rica, assembling underwear porduct. It will start 5S program soon 2) Take inicial pictures
Feb.27,2002	Rincon Grande	Mr.Takizawa	Last preparation for starting consultation activities - Definition of commitee members at Rincon Grande S.A. side - reconfirmation of a production process and others
Mar.1,2002	Rincon Grande	Mr.Takizawa	Opinion exchange on conducting consultation program - Offered (Temporal consultation schedule) which covers step 1 to step 3, ending in the beignning. Of may. Offical consultation program will start

Period	Company	Expert (& C/P)	Description
Mar.6,2002	Rincon Grande	Mr.Takizawa	Re-organization of production process in order to find problem areas (Half part of process check)
Mar.13,2002	Rincon Grande	Mr.Takizawa	Second time Latter half part of the process check and re-confirmation of market/product condition
Apr.4,2002	Rincon Grande	Business Group	Information Collection on IT consultation 2) Information collection on product/market structure
Apr.10,2002	Rincon Grande	Mr.Takizawa	Information collection ans history draft making on product 2) About its working system which was develop as flexible as flexible system 3) Suggestion on IT consultation
Apr.17,2002	Rincon Grande	Mr.Takizawa	Information collection on products/market situation 2) About its working system whitch was development as flexible system 3) Sounding morale survery 4) sevral feedbacks to each other 5) Explanation on a methodology to collect market data
Apr.23,2002	Suttle S.A. Costa Rica	Mr.Takizawa	Sounding HRD program execution plan
Apr.24,2002	Rincon Grande	Mr.Takizawa	1)Information collection on product/market situation 2) Result of sounding on operating a morale survery 3) Sevral feedbacks to each other
Apr.23,2002	Suttle S.A. Costa Rica	Mr.Takizawa	1) Sounding HDR program execution plan
Apr.30,2002	Rincon Grande	Mr.Takizawa	Collection of questionarie sheets
Apr.30,2002	Rincon Grande	Mr.Takizawa	1) Collection on questionnaire answer sheets. Entire employees returned their answer sheets while sealing sheets very stricly 2) Several da feedback
May 2,2002	Suttle S.A. Costa Rica	Mr.Takizawa	Sounding MBO execution plans
May 6,2002	Suttle S.A. Costa Rica	Mr.Takizawa	Presentation on a special MBO program plan to managers and agreed to start the program. As a result, two tyupes of survery were help there to collect opinions from middle to upper managers and lower managers and supervisors independently. The OJT program has started
May 15,2002	Rincon Grande	Mr.Takizawa	Presentation session on the general diagnosis result including several proposal plans 2) attendance: the top management with other appointed people
May 14,2002	Suttle S.A. Costa Rica	Mr.Takizawa	First session out of 3 session for a special MBO program Explanation on the result of 9 factors survey to managers and gap analysis was done. One model division was selected and information on the divisional structure was collected
May 21,2002	Suttle S.A. Costa Rica	Mr.Takizawa	Leading the planning division to develop its cause and effect diagram to make trouble elements clear regarding the pointed process level issue.
May 22,2002	Rincon Grande	Mr.Takizawa	1)Presentation on the proporsal plans in detail opinion with the top management 2) Explanation of the survey result to employees from C/P
May 28,2002	Suttle S.A. Costa Rica	Mr.Takizawa	Third session out of 4 session for a special MBO program Settled group wise objective on one issue to the planning Division based on its original solution plans. (HRD/I-MBO program by STE and 3 C7P)
Jun.4,2002	Suttle S.A. Costa Rica	Mr.Takizawa	Final session I-MBO implementation trial. Tables for monitoring activities were given and these tables will be shown on the board in front of the warehore.
Jun.5,2002	Rincon Grande	Mr.Takizawa	Request for using photo pictures and talking about its operation in the next training course. Permission was given to touch operational matter except managerial figures and strategy making relating issue. Regarding second part of the consultation, we have agreed to stard in from 19th.
Jun.20,2002	Rincon Grande	Mr.Takizawa	Presentation on improved QA result from R.G expanaton of a new schedule from CEFOF Received a presentation on setting up of its quality system

Period	Company	Expert (& C/P)	Description
Aug.7,2002	Rincon Grande	Mr.Takizawa	Confirmed on the current status of its operation system as the newest information A next session is not fixed yet, but is supposed to be held on Wednesday, 21st at present.
Aug.21,2002	Rincon Grande	Mr.Takizawa	Hearing on the current condition / enviromental chage on making strategy plans. The negatively accepted factor by the U.S. trade policy has turned out as no harmful for the therm. Export to the U.S. market is allowed in the same way as Costa Rica has had.
Aug.28,2002	Rincon Grande	Mr.Takizawa	New information was given . Agreed the final presentation date and attending 3dr CTC program
Aug.30,2002	Abbott laboratories of Costa Rica , Ltd	Mr.Takizawa	For attending their presentation session on 5S program implementation. They are thinking about starting new 5S programs to train first line operators. CEFOF is asked to provide 5S video tape program at a new business basis.
Sep.11,2002	Rincon Grande	Mr.Takizawa	Theme 1: Give Hints in order to help Rincon Grande make a company strategic plan Theme2: Ask possibilities for being introduce to several service industrial exterprises. If allowed, visit such companies and ask possibilities of receiving our consulting.
Sep.16,2002	Suttle S.A. Costa Rica	Mr.Takizawa	Get information on current status about I.MBO trial implementation and athers 2) Possibility on having a consultation OJT program fron CEFOF regarding to give hints on decision makin cases such as putting priority on the requested issues from the HQ.
Sep.20,2002	Rincon Grande	Mr.Takizawa	Delivery of memorial photo pictures taken on 11th and getting information on the present situation.
Oct.2,2002	Suttle S.A. Costa Rica	Mr.Takizawa	To get the lasted information on a factory management for considering new OJT case items. Its management system looks to work very well through several important changres came out and their influences were not yet shown clearly. (Change of top management in the HQ) Major issue was stressed to increase productivity with the given imput resources.
Oct.17,2002	Suttle S.A. Costa Rica	Mr.Takizawa	Confirmation of the last implementation activity of I-MBO trial will visit its Warehouse section Three topics were set for a trial activity. Two are completed and one was on the way. New original indicators were developed by themselves in order to improve the process and employess.
Oct.24,2002	Suttle S.A. Costa Rica	Mr.Takizawa	Confirmation on the last implementation activity of I-MBO trial
Oct.25,2002	Suttle S.A. Costa Rica	Mr.Takizawa	Commmnts on I.MBO trial result. Suddenly being postponed to visit the company. The company has felt very sorry for not to be able to attend the comming TCTC and shoed its feedback like this.
Nov.9,2002	Suttle S.A. Costa Rica	Mr.Takizawa	5S benchmarking as one company visit program in 3rd CTC Result: Suttle is now establishing its own 5S implementation step. They became good at handling in utilizing visual control method.

Open Seminar

Area: Production Group

Period	Title	Expert (& C/P)	Description
May 25,2001	Outline of Maintenance and Management (Introduction to TPM)	Mr. Takemura	Management & Maintenance - The Type of Maintenance - Work unit and the process od maintenance - Maintenance system from the point of view of equipment - Management of professional maintenance - Management of Autonomous maintenance - What is TPM - Seiso inspectiopn in 5S
Jun.1,2001	What is PDCA Cycle? How to rotate it smoothly?	Mr. Takemura	Basic Process Control System - What is PDCA cycle - What we actually observe in management - Important points in each stage of the cycle - Some advices to rotate the cycle smoothly
Jun.6,2001	Benchmarking	Mr. Takemura	What is Benchmarking - The type of the Best Practice - General Classification of B.M by type - Keywords of B.M effect - Important questions to answer before you start B.M - Flow chart of Process B.M. - Examples of Best Practice by pictures
Jun.22,2001	Hoshin Management	Mr. Takemura	Wath is Hoshing - Examples of Hashing - The structure of Hoshing Management - Management Philosophy - How to map up Hoshing Management - Some points to notice in implementation
Jun.28,2001	Small Companies with Top Share	Mr. Takemura	SAKAYA (Cutting Machine for Printing Base Plate) - Alpha Electronics (Metal foil electric resister) - HAKUOU-DOU (Cosmetic FUDE)
Jul.06,2001	Cost Management	Mr. Takemura	The importanceof cost - The structure of cost - What is manufacturing cost - How to reduce cost
Jul.20,2001	Lean Production System	Mr. Takemura	Push and Pull Production System - KANBAN System - KANBAN Operation Simulation by Model Plant.
Jul.27,2001	Summary of Takemura´s Seminar and some advice for effective work	Mr. Takemura	Let´s remember four types of work (Head work,Heart work, hand work,Foot work) Don´t thing measures as purpose - How to manage people - Be practical
Nov.5,2001	TCTP Seminar	Mr. Takemura	Spech at Opening Ceremony "What is productivity"
Nov.5,2001	TCTP Seminar	Mr. Takemura	Lecture: Practical Technology for Productivity - Specific technology and management Technology, Skill-Engineering-Science
Nov.7,2001	TCTP Seminar	Mr. Takemura	Lecture: KAIZEN Joint with c.Leandro - Example of KAIZEN and How to make Idea
Nov.12,2001	TCTP Seminar	Mr. Takemura	Lecture: Maintenace Joint with e. Gonzales - Management and maintenance, obstacles to production, How to work productively
Jan.28,2002	KAIZEN OF Crown Cork	Mr. Takemura	What is KAIZEN - How to find problems in a company - KAIZEN by idea - KAIZEN by analysis and solving problems - how to implement KAIZEN practically in Crown Cork - Q&A an critical issue and implementation of KAIZEN
May 2,2002	CCSS training course	Mr. Takemura	What are the problem of you workshop 2) How do you solve them 3) What is Quality 4) What is your Quality 5) What do you want to learn
May 20,2002	How to combine 5S with MAC Activity	Mr. Takemura	MAC system is a Total Maintenance System developed by HOLSIN Takemura explained what is SEISO Inspection and how to combine it with MAC System.
Jun.14,2002	TPM and Maintenance	Mr. Takemura	Participants: Operators and workers of Bridgeston Firestone Examples of SEISO Inspection in Hungarian Coppany * Examples of small group activity in NCS/Hirohata Wks on maintenance system as a part of TPM * Training of how to make idea for KAIZEN by idea.

Seminarios

DATO AL: 23-10-2003

Period	Title	Expert (& C/P)	Description
Aug.27,2002	KYT course for INCSA project	Mr. Takemura	KYT was explained and training course was implemented by E.Chaves and K.Takemura. However the program was not completed because of interruption by visitors. The training will be continued in the company in this week.
Oct.17,2002	KAIZEN	Mr. Takemura	Carlos Leandro gave a 70% of the lecture. Reputation by the participants seems to be very good.
Nov.11,2002	Lecture for 3td CTC	Mr. Takemura & Enrique	Maintenance and TPM
Nov.13,2002	Lecture for 3td CTC	Mr. Takemura & Mainor	Small companies but with top share in Japan
Dec.4,2002	SEISO Inspection	Mr. Takemura	See 1-2
Mar.25-28,2003	Panama seminar	Mr. Takemura	"Practical Technologies for Productivity" 27) "Small companies but with top share in Japan"
May 7-9,2003	Internation Congress 5S	Mr. Takemura	
May 20,2003	An Introduction to TPM	Mr. Takemura	Mr. Gonzales conducted a seminar for Bridgestone Firestone for a week. Before he starts lecture TAKEMURA explained the importance of maintenance by materials and videos.
Jun.19,2003	KAIZEN open seminar	Mr. Takemura	Takemura gave lecture and Leandro interpreted. Ronal Leandro was invited as especial as guest and he introduce an example of KAIZEN activity in HOLCIM. Lecture itself was highly appreciated by all the participants, however, many of them complained against poor quality of printed handout material
Jul.5,2003	Seminar for Olimpic Precision	Mr. Takemura	Takemura and Carlos Leandro gave the lecture on KAIZEN to the 8 participants.
Jul.12,2003	Seminar for Olimpic Precision	Mr. Takemura	Takemura and Leandro gave a lecture on PAKA-YOKE
Sep.18,2003	Total Productive Maintenance		There was computer trouble * Mr. Enrique gave 80% of the lecture * More Goof time balancing of lecture is necessary
Oct.13,2003	KAIZEN	Mr. Takemura	Special lecture course on KAIZEN FOR 11 students.

Area: Administration Group

Period	Title	Expert (& C/P)	Description
Aug.10,2001	Basics of Business Strategy and Marketing	Mr. Takizawa	Input - Conversion Process - Output Model Overall understanding on business unit in three parts, input /output and a conversion process as a practical, funtional body and its continuos flow
Aug.24,2001	Basics of Business Strategy and Marketing	Mr. Takizawa	Management Quality as a main model - Quality of management as a whole is required as a guiding framework for modern business management. It is based on the worldwide experienced standard
Sep.7,2001	Basics of Business Strategy and Marketing	Mr. Takizawa	Key concept2 Value Added
Sep.14,2001	Basics of Business Strategy and Marketing	Mr. Takizawa	Key concept3 Strategic Approach
Sep.21,2001	Basics of Business Strategy and Marketing	Mr. Takizawa	Key concep3 Strategy aproach - There is no organization that does not a strategy because a strategy means to organize a system of what to do" for achieving the goal. Then, "How to do" in other work, tactics, follows in order to do.

Seminarios

DATO AL: 23-10-2003

Period	Title	Expert (& C/P)	Description
Sep.28,2001	Part1: Basics of Business Strategy and Marketing	Mr. Takizawa	Key concep3 Strategy aproach (systematic approach) Proceeding organizational activity according to a strategic way was the main them and explained several important theories such as product and product life cycle.
Oct.5,2001	Part1: Basics of Business Strategy and Marketing	Mr. Takizawa	Theme was important and basic theories. PLC and main players in market, a leader, challengers, follower and nitches were explained.
Oct.26,2001	Strategic Approach was Continued	Mr. Takizawa	Subjects were about so called market follower and our main target player, nichers. For understanding SME, it is recommended to recognize the general characteristic of nichers.
Nov.2,2001	General Seminar for CEFOF	Mr. Takizawa	2nd was asked to postpone because supposed no participants in order to prepare TCTP
Nov.23,2001	General Seminar for CEFOF	Mr. Takizawa	Concentrated on the last part of strategic approach, four players in market, especially on BCG matrix and its effectiveness with limit
Nov.30,2001	General Seminar for CEFOF	Mr. Takizawa	It is postponed until the better seminar hour can be settled. For the time being, customery time schedule of opening a sminar on Friday afternoon
Jan.11,2002	General Seminar for CEFOF	Mr. Takizawa	Being posponed because all the materials were lost and they should be reorganized again. This work will take at least two weeks
Feb.1,2002	General Seminar for CEFOF	Mr. Takizawa	"Marketing" first part of practical basic Main content: elements , score and varios view points on marketing
Feb.14,2002	General Seminar for CEFOF	Mr. Takizawa	Marketing part 2
Feb.15,2002	General Seminar for CEFOF	Mr. Takizawa	Marketing part 2 Marketing's basic idea is to take key factors into consideration in case od creating affective business strategy
Feb.18, Feb.26,2002	General Seminar for CEFOF	Mr. Takizawa	This seminar activity will be performed by a selected theme that CEFOF will request as necessary from now.
May 24,2002	General Seminar for CEFOF	Mr. Takizawa	Company wide Cost reduction and HRD
Jun.6,2002	General Seminar for CEFOF	Mr. Takizawa	Follow up program and schedule making on OJT case Conclusions: The trial will be auditted and closed. New programs to aply I-MBO will be started to other divisions at Suttle S.A. . STE will be necessary to transfer left parts after several months.
Jun.10,2002	Nicaragua Seminar Productivity Imporvement	Mr. Takizawa	Participants: Nicaraguan cooperative organizations that were mixed with dairy food group., agricultural group and the central organization, PORDEGA Theme: Given a lecture on basic approach Input / Conversion process / Output and other useful ideas. Exchange opinion on how to cope with change emreged in the daily food market. It looked better for them to clarify topics more cleary on what they want to do.

Area: Quality Group

Period	Title	Expert (& C/P)	Description
Jul.6,2001	Scatter diagram QC circle activity in Japan	Mr.Aoi	Scatter diagram by manual calculation - By Microsoft-Exel calculation - QC circle activity in Japan- Improvement of weld abnormality in Coil Continuous Galvanizing Line
Jul.20,2001	Policy Management	Mr. Aoi	Concepts of policy management were explained from standpoints of TQM and ISO9001 - QC circle activity in Japn / Case study

Seminarios

DATO AL: 23-10-2003

Period	Title	Expert (& C/P)	Description
Jul.27,2001	Quality checks in the welding pipe process	Mr. Aoi	Quality control relations between operation section and quality section were explained.
Aug.10,2001	ISO9000 family General (ISO9000,90019004)	Mr. Aoi	History - Registration System - Points of difference between 2 edition(1994) and 3 edition(2000) - Japanese TQM concept and ISO concept
Aug.24,2001	ISO9001	Mr. Aoi	Points of ISO9001 - PDCA cycle in ISO9001 (plan, Do,Check, Act)
Jun.17,2001	Coopevictoria Seminar	Mr. Aoi	Introduction QC cycle activity lecture
Jun.18,2001	Coopevictoria Seminar	Mr. Aoi	Working time, management
Jun.19,2001	Coopevictoria Seminar		What is the problem?
Jun.25,2002	QC cycle activity lecture	Mr. Aoi & Luigi	For Coopevictoria 1)Participants 25 2)Pareto diagram, cause and effect diagram Tree diagram and calculation exercise affinity diagram
Mar 25-28,2003	Panama Seminar	Mr. Nakamura	Presentation: "Quality and Productivity are Closely Connected each Other" by Nakamura, with translation of Hazel in the morning of March 27. 2) Company visit: Viveres de Panamá 3) Presentation in the company: 5S System by Hazel
Sep.29,2003	Outline of ISO 9001-2000 International standard	Mr. Nakamura	Invited guests Mr. Julio ASTEX & Ms Mayra LOS PATITOS and the counterparts

Regional Course

2002.11.02 ~ 2002.11.14 (36 Participants)

Theme		Hours
1	Productivity Management focusing Japanese practice	1 hour
2	Improvement of Productivity through 5S	4 hours
3	Problem solving Techniques	12 hours
4	Kaizen	4 hours
5	Total Productivity Maintenance	4 hours
6	Cost Management	4 hours
7	Management System	8 hours
8	Introduction of ODM	4 hours
9	How the SME can participate in the Global Market	4 hours
10	Business Overview	4 hours
11	Business Development	1.5 hours
TOTAL		50.5 hours

2003.11.08 ~ 2003.11.21 (33 Participants)

Theme		Hours
1	Modern Management Culture	8 hours
2	Management for the Productivity; focusing practical Japanese way	4 hours
3	Kaizen	8 hours
4	5S for Continuous Improvement	8 hours
5	How the Quality has changed the activities of the enterprise	4 hours
6	Cost Management and Environmental criterias	8 hours
7	Japanese focus for the Productivity Measurement	8 hours
S-1	Small but world-known Japanese Companies	
S-2	Quality Management Activities for the SMEs	
S-3	New tendencies of Human resources Management	
A	Management Technique for the management of tension.	4 hours
A	Good Manufacturing Practice	4 hours
A	TPM	4 hours
B	Leadership and Team work	4 hours
B	Environment Management System	4 hours
B	Introduction to E-Commerce	4 hours
TOTAL		84 hours

Courses and Seminars by Area - GENERAL REPORT -

2001	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Course by Area : Quality Management													
No. Hrs	78	98	76	0	56	28	8	124	40	112	28	12	660
No. Part.	60	190	51	0	23	18	15	74	32	285	48	56	852
Course by Area : Production Administration													
No. Hrs	53	16	77	0	22	32	0	16	4	0	4	0	224
No. Part.	75	30	18	0	17	26	0	33	42	0	21	0	262
Course by Area : Environmental Management													
No. Hrs	60	8	32	0	0	12	40	0	0	40	0	0	192
No. Part.	18	25	27	0	0	15	31	0	0	23	0	0	139
Course by Area : Business Management													
No. Hrs	62	0	48	0	4	8	36	0	8	48	100	32	346
No. Part.	77	0	79	0	21	15	24	0	15	45	230	62	568
Course by Area : Information Technology													
No. Hrs	176	156	180	24	30	43	12	112	32	0	128	0	893
No. Part.	41	120	130	21	26	20	11	26	17	0	164	0	576
Course by Area : Quality Assurance Laboratories													
No. Hrs	35	138	40	20	24	17	56	0	32	0	0	16	378
No. Part.	22	79	16	15	18	9	32	0	5	0	0	12	208
Course by Area : External Instructors													
No. Hrs	125	155	99	40	82	114	48	18	40	236	484	32	1473
No. Part.	56	83	159	10	40	84	47	125	15	180	181	93	1073
No. Hrs	589	571	552	84	218	254	200	270	156	436	744	92	4166
No. Part.	349	527	480	46	145	187	160	258	126	533	644	223	3678

2002	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Course by Area : Quality Management													
No. Hrs	113	160	96	68	64	20	0	30	0	40	20	0	611
No. Part.	100	114	53	85	49	26	0	8	0	18	19	0	472
Course by Area : Production Administration / Environmental Management													
No. Hrs	24	36	26	60	0	0	16	32	40	24	20	40	318
No. Part.	36	31	57	71	0	0	17	24	27	50	20	25	358
Course by Area : Business Management													
No. Hrs	0	16	20	165	80	24	16	10	0	0	53	0	384
No. Part.	0	42	61	54	27	15	28	20	0	0	100	0	347
Course by Area : Information Technology													
No. Hrs	0	0	0	0	24	0	0	0	0	0	0	0	24
No. Part.	0	0	0	0	11	0	0	0	0	0	0	0	11
Course by Area : Quality Assurance Laboratories													
No. Hrs	0	0	0	98	0	20	16	0	0	20	61	0	215
No. Part.	0	0	0	58	0	15	16	0	0	20	97	0	206
Course by Area : External Instructors													
No. Hrs	0	86	54	312	168	0	68	12	112	40	70	0	922
No. Part.	0	152	90	122	176	0	116	60	122	14	57	0	909
No. Hrs	137	298	196	703	336	64	116	84	152	124	224	40	2474
No. Part.	136	339	261	390	263	56	177	112	149	102	293	25	2303

2003	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Course by Area : Quality Management													
No. Hrs	40	40	40	16	0	0	24	20	0	0	29	0	209
No. Part.	20	25	38	19	0	0	17	7	0	0	12	0	138
Course by Area : Production Administration / Environmental Management													
No. Hrs	0	20	20	16	16	12	14	0	69	0	20	0	187
No. Part.	0	19	19	19	25	61	15	0	92	0	0	0	250
Course by Area : Business Management													
No. Hrs	0	24	40	16	12	48	28	50	34	42	69	0	363
No. Part.	0	77	117	44	70	60	73	64	12	12	32	0	561
Course by Area : Information Technology													
No. Hrs	0	0	0	20	0	20	0	60	0	4	10	0	114
No. Part.	0	0	0	19	0	19	0	28	0	10	32	0	108
Course by Area : Quality Assurance Laboratories													
No. Hrs	0	0	0	0	20	80	44	34	14	10	52	0	254
No. Part.	0	0	0	0	19	38	32	53	44	12	18	0	216
Course by Area : External Instructors													
No. Hrs	12	20	12	4	4	56	60	52	64	50	34	0	368
No. Part.	119	56	58	20	28	145	297	75	154	92	137	0	1181
No. Hrs	52	104	112	72	52	216	170	216	181	106	214	0	1495
No. Part.	139	177	232	121	142	323	434	227	302	126	231	0	2454

Materials and Textbooks prepared by Japanese Experts

Quality Management

Part 1: Expert Hisayuki Aoi

Date		Title	Sub-title
May 11-2001	TQM	TQM---Total Quality Management	
May 18-2001		TQM history in Japan / KAIZEN	
May 25-2001		QC circle activity in Japan	Conference data, VIDEO,
Jun 01-2001		QC circle activity	How to do
Jun 08-2001		Control charts used in QC circle activity	
Jun 15-2001		X R control chart	By Excel & by manual calcula
Jun 22-2001		Pareto control chart	By Excel & by manual calcula
Jun 29-2001		Histogram control chart	By Excel & by manual calcula
		QC circle activity in Japan	Case study (1)
Jul 06-2001		Scatter diagram	By Excel & by manual calcula
		QC circle activity in Japan	Case study (2)
Jul 13-2001		TQM general	Policy management
			Case study (3)
Jul 27-2001			Metal forming process & Quality check in Japanese steel Co. case study
Aug 10-2001		ISO	ISO9000 family general
			Certification / registration
			System,ISO9000-1994 & 2000
Aug 17-2001	Relation between ISO9000, 9001 & 9004		
Aug 24-2001	ISO9001-2000 standard		
Aug 31-2001	Integration of ISO9000s and TQM in harmony		
15 Oct 19 Oct -2001		Draft submission of " TQM & ISO9001 "	" TQM & ISO9001 "
		C.S (Customer complaint analysis)	C.S(Customer complaint analysis)
22 Oct 26 Oct -2001		HACCP Outline of Open seminar	1 page sheet
12 Nov 16 Nov -2001		CEFOF-2002 Policy Management	
		Presentation of TQM & ISO9001 at TCTP	16 pages sheet for TCTP

Quality Management

Part 2: Expert Dr. Hideo Nakamura

DATE	TEXT & TEMA	No. of Slides	HDD
Jan.2004	Roles of Foreman (No.1)	18	
Jan.2004	ISO9000 Certificates Worldwide	10	
Jan.2004	Statistical Methods for Quality Improvement(No.2)	62	
Jan.2004	Quality Management Activities at Small and Medium Size Enterprises	61	
Jan.2004	Quality Management Activities in Service Sector	61	
29 Jan	Quality Management Activities at Small and Medium Size Enterprises	42	
30 Jan	Maintenance and Improvement of Quality Management System	16	
31 Jan	Quality Management Activities in Service Sector	57	
1. Documents (by Microsoft Word)			
Jan 2003	1-1 " <i>Philosophy of QM Group Activities</i> " (Total pages: 2, Jan. 2003)	2	
Jan 2003	1-2 " <i>Implementing ISO 9001</i> " (Total pages: 2, Jan. 2003)	2	
Jan 2003	1-3 " <i>Recognition of ISO 9001</i> " (Total pages: 2, Jan. 2003)	2	
Jan 2003	1-4 " <i>Merits of Implementing ISO 9001</i> " (Total page: 1, Jan. 2003)	1	
Jan 2003	1-5 " <i>Relationship Between QMS and Other-MS in Companies</i> " (Total page: 1, Jan. 2003)	1	
Jan 2003	1-6 " <i>Job of ISO 9001 Consultants</i> " (Total pages: 2, Jan. 2003)	2	
Feb 2003	1-7 " <i>Important Point Kept in Mind for Factory Survey</i> " (Total page: 1, Feb. 2003)	1	
Feb 2003	1-8 " <i>Survey of Existing State of Operation for Implementing ISO 9001</i> " (Total pages: 2, Feb. 2003)	2	
Feb 2003	1-9 " <i>Leading Causes of Failure in Implementing ISO 9001</i> " (Total page: 1, Feb. 2003)	1	
Feb 2003	1-10 " <i>Relationship Between Organization and Certification/ Register Body</i> " (Total page: 1, Feb. 2003)	1	
Feb 2003	1-11 " <i>Points of Choice for Certification/ Resister Body</i> " (Total page: 1, Feb. 2003)	1	
March 2003	1-12 " <i>Shall Articles in ISO 9001</i> " (Total pages: 6, March 2003)	6	
March 2003	1-13 " <i>Explanation of ISO 9001 (No.1)</i> " (Total pages: 3, March 2003)	3	
March 2003	1-14 " <i>Explanation of ISO 9001 (No.2)</i> " (Total pages: 5, March 2003)	5	
March 2003	1-15 " <i>Explanation of ISO 9001 (No.3)</i> " (Total pages: 3, March 2003)	3	
March 2003	1-16 " <i>Explanation of ISO 9001 (No.4)</i> " (Total pages: 6, March 2003)	6	
April 2003	1-17 " <i>Explanation of ISO 9001 (No.5)</i> " (Total pages: 4, April 2003)	4	
April 2003	1-18 " <i>Explanation of ISO 9001 (No.6)</i> " (Total pages: 6, April 2003)	6	
May 2003	1-19 " <i>How to Coordinate Sepresa Project</i> " (Total page: 1, May 2003)	1	
May 2003	1-20 " <i>Synopsis of Presentation to Coopevictoria Board Member</i> " (Total page: 1, May 2003)	1	
May 2003	1-21 " <i>Basic Concept of Implementing ISO 9001</i> " (Total page: 1, May 2003)	1	
May 2003	1-22 " <i>Quotation to Sepresa in Technical Matter</i> " (Total pages: 4, May 2003)	4	

June 2003	1-23 An Example of a " <i>Quality Manual</i> " for Small and Medium Enterprises based on ISO 9001-2000 International Standard (Total pages: 45, June 2003)	45	
June 2003	1-24 Its " <i>Attached Control Sheets</i> " , Separately Bound (Total pages: 53, June 2003)	53	
October 2003	1-25 " <i>Checklist for Evaluation on 5S Activities</i> " (Total pages: 2, October, 2003)	2	
2. Slides (by Microsoft Power Point)			
march 27,2003	2-1 " <i>Quality and Productivity Are Closely Connected Each Other</i> " (Total slides: 41, presented at the Panama Seminar, March 27, 2003)	41	
May 22,2003	2-2 " <i>Why Do Companies Want to Implement ISO 9001?</i> " (Total slides: 6, presented at Coopevictoria to the board member, May 22, 2003)	6	
May 2003	2-3 " <i>What Should We Expect in 5S Activities?</i> " (Total slides: 57, May 2003)	57	
June 2003	2-4 " <i>Basic Guidance in Understanding Total Quality Management</i> " (Total slides: 77, June 2003)	77	
July 2003	2-5 " <i>Outline of ISO 9001: 2000 International Standard</i> " (Total slides: 64, July 2003)	64	
July 2003	2-6 " <i>Practical Interpretation of ISO 9001: 2000</i> " (Total slides: 152, July 2003)	152	
July 29,2003	2-7 " <i>Outline of ISO 9001: 2000 International Standard</i> " (Total slides: 30, presented at Coopevictoria to staff member, July 29, 2003)	30	
September 30,2003	2-8 " <i>Outline of ISO 9001: 2000 International Standard</i> " (Total slides: 46, presented at an open seminar, CEFOF, September 30, 2003)	46	
October 30,2003	2-9 " <i>Primary Objectives of 5S Activities</i> " (Total slides: 32, presented at 1st. 5S Convention in Honduras, San Pedro Sula, October 30, 2003)	32	
October 30,2003	2-10 " <i>ISO 9001 International Standard as Improvement Tools</i> " (Total slides: 27, presented at 1st. 5S Convention in Honduras, San Pedro Sula, October 30, 2003)	27	
October 30,2003	2-11 " <i>Objectives of 5S Activities</i> " (Total slides: 2, presented at 1st. 5S Convention in Honduras, San Pedro Sula, October 30, 2003)	2	
November 2003	2-12 " <i>Statistical Methods for Quality Improvement (No.1 Fundamentals)</i> " (Total slides: 75, November 2003)	75	
Novemb17,2003	2-13 " <i>How Quality Has Changed at Company Activities?</i> " (Total slides: 47, presented at the regional seminar, CEFOF, November 17, 2003)	47	
November 20,2003	2-14 " <i>Quality Management Activities for SME s (Small and Medium Size Enterprises) in Competitive Global Markets</i> " (Total slides: 66, presented at the open regional seminar, CEFOF, November 20, 2003)	66	

Production Management

Expert : Ing. Kenji Takemura

TITLE	SUBTITLE & TEMA	PPt	CD-ROM	HDD	Volume (MB)
1. KAIZEN	• What is KAIZEN * How to find problem				
	• KAIZEN by Idea * The steps of solving problems				
	• KAIZEN by Analysis * Points in data analysis				
	• KAIZEN for POKAYOKE * Exercise				
2. Maintenance System with TPM	• Management and Maintenance * Management of professional				
	• The type of maintenance * Maintenance				
	• What is TPM * Management of Autonomous				
	• The contents of TPM * Maintenance				
	• Seiso Inspection				
3. PDCA Management	• Basic Process Control Sys.				
	• What is PDCA Cycle				
	• Important points in each Stage of the Cycle				
	• How to rotate the Cycle				
4. Hoshin Management with Bench- Marking	• What is Bench Marking * Detail process of B-M				
	• The object of B-M * How to map up H-M in implementation				
	• What is Hoshin Management				
	• The structure of H-M * How to implement daily management				
5. Cost Management	• What are elements of cost * What is Cost Table				
	• The importance of * Deployment of Cost reduction				
	• Cost reduction * Activity				
	• Cause of cost * Methods for cost reduction				
	• Fixed Cost and Variable Cost				
6. Lean Production System	• Push and Pull Production * Lead time reduction				
	• System * Small lot production				
	• Organization of TOYOTA * Leveling of Production				
	• Production System * KANBAN system in detail				
	• Just In Time and KANBAN * Car maker, supplier and dealer				
7. Others	• Motivation				
	• How to manage effectively				
TOYOTA Production System-Streaming Line					155

TOYOTA Production System - Standardization				123
POKA-YOKE				257.2
KAIZEN Activity in Service Sector in Japan				16.6
Activity of SME for a new technology market in Japan				179
Cost Reduction for/by Engineers				
TOYOTA Production System - KANBAN				248

Administration Management

Part 1: Expert Takizawa Shinichi

Date	Training subject	Materials prepared /activity
July 16th	Understanding group's condition 1	Questions on Category of General objective
July 20th	Understanding group's condition 2	5S Programs for Enterprises (Each consulting steps)
Sept.16th	[Survey on customer satisfaction/dissatisfaction]	Process to access/collect information for satisfying customers
Nov. 8th	[Positioning] as effective method to recognize one's status in market	

Administration management

Part 2: Expert MSc. Iwao Wada

DATE	TITLE	Text	P.P.	HDD	Volume KB
	Recent Trend of Management and Human Resources Management				39
	Introduction to Remuneration System				22
	Introduction to Remuneration System(2)				43
	Introduction to Remuneration System(3)				54
Nov.20	Motivation				528
	Job Evaluation				71
	Performance Appraisal				247
	Variable Wage				131
	Productivity Development and JICA's Involvement				990
	Major Policies of HRM				398
	Some Examples of Excellent Japanese SMEs				161

Materials and Textbooks Developed by Counterparts

Production Management and metalmechanical labo

Title	Course	C/P in charge	Classification
Toyota Production System 1. Finalidad y lógica del sistema de producción Toyota 2. Controlar la cantidad, asugar la calidad, respetar la dimensión humana 3. El método "JIT" y la "Autonomización" 4. La flexibilidad del personal 5. El sistema Kanban 6. La nivelación de la producción 7. Estandarización de operaciones 8. El sistema de información estratégica piezas 10. La mejora continua 11. Técnicas para la puesta en práctica de las 5S 12. La motivación para mejorar -Shitsuke- es la esencia del sistema japonés Dirigido a: Mandos medios y supervisores de las empresas o compañías		Production Management Group	Transformation from Video to CD-ROM
CALIDAD:El Histograma, Diagrama causa – efecto, Gráficos de control	mejorar la capacidad de análisis y solución de problemas en planta	K. Takemura Enrique Gonzalez	
2. SEMINARIO DE KAIZEN PARA CURSO DE HACCP.			
3. SEMINARIO DE INSPECCIÓN SEISO PARA CURSO DE HACCP.			
TRANSFORMACIÓN A CD: 4.1 VIDEO MANTENIMIENTO PREVENTIVO 4.2 VIDEO MANTENIMIENTO PREDICTIVO 4.3 VIDEO SHINKANSEN 4.4 VIDEO PLANTA HIDROELÉCTRICA 4.5 VIDEO AERO TRAIN 4.6 VIDEO BEARING 4.7 VIDEO VARIETY INDUSTRY 4.8 VIDEO PRODUCTION LINE MAINTENANCE.			Transformation from Video to CD-ROM

Quality Management

Title	Course	C/P in charge	Classification
Mantenimiento y mejoramiento de un Sistema de Gestión de Calidad	for Seminar in El Salvador	H.Nakamura Hazel Rojas	Translation of Provided Material
Actividades de Calidad en el sector servicio	for Seminar in El Salvador	H.Nakamura Hazel Rojas	Translation of Provided Material
Actividades de la Administración de la Calidad en pequeñas y medianas empresas	for Seminar in El Salvador	H.Nakamura Hazel Rojas	Translation of Provided Material
An Example of a "Quality Manual" for Small and Medium Enterprises based on ISO 9001-2000 International Standard	Microsoft Word Total pages: 45, June 2003	Quality Management Group	
Its "Attached Control Sheets", Separately Bound	Microsoft Word Total pages: 53, June 2003	Quality Management Group	
"Checklist for Evaluation on 5S Activities"	Microsoft Word Total pages:2, October 2003	Quality Management Group	
"QM Group Activity Plan from2004 to 2005 (Draft)"	Microsoft Word Total pages: 8, January, 2004	Quality Management Group	
"How to Perform "Line Leaders Training Course" for COMECA (Draft)"	Microsoft Word Total pages: 2, February, 2004	Quality Management Group	
"Basic Guidance in Understanding Total Quality Management"	Microsoft Power Point Total slides: 77, June 2003	Quality Management Group	
"Outline of ISO 9001: 2000 International Standard"	Microsoft Power Point Total slides: 64, July 2003	Quality Management Group	
"Practical Interpretation of ISO 9001: 2000"	Microsoft Power Point Total slides: 152, July 2003	Quality Management Group	
"Outline of ISO 9001: 2000 International Standard"	Microsoft Power Point Total slides: 30	Quality Management Group	Company Seminar July 29, 2003
"Outline of ISO 9001: 2000 International Standard"	Microsoft Power Point Total slides: 46	Quality Management Group	Open Seminar, CEFOF, September 30, 2003
"Primary Objectives of 5S Activities"	Microsoft Power Point Total slides: 32	Quality Management Group	33 rd Convention in Honduras, San Pedro Sula, October 30,
"ISO 9001 International Standard as Improvement Tools"	Microsoft Power Point Total slides: 27	Quality Management Group	33 rd Convention in Honduras, San Pedro Sula, October 30,
"Objectives of 5S Activities"	Microsoft Power Point Total slides: 2	Quality Management Group	33 rd Convention in Honduras, San Pedro Sula, October 30,

Productivity Measurement

Title	Course		C/P in charge	Classification
"Statistical Methods for Quality Improvement (No.1 Fundamentals)"	Microsoft Power Point Total slides: 75, November 2003		Quality Management Group	
"How 'Quality' Has Changed at Company Activities?"	Microsoft Power Point Total slides: 47		Quality Management Group	Regional Seminar, CEFOF, November 17, 2003
"Quality Management Activities for SME's (Small and Medium Size Enterprises) in Competitive Global Markets"	Microsoft Power Point Total slides: 66		Quality Management Group	Regional Seminar, CEFOF, November 20, 2003
"Roles of Foreman (No.1 Introduction to the Management)"	Microsoft Power Point Total slides: 18, January 2004		Quality Management Group	
"ISO 9000 Certificates Worldwide"	Microsoft Power Point Total slides: 10, January 2004		Quality Management Group	
"Statistical Methods for Quality Improvement (No.2 Basic Application)"	Microsoft Power Point Total slides: 62, January 2004		Quality Management Group	
"Quality Management Activities at Small and Medium Size Enterprises"	Microsoft Power Point Total slides: 61, January 2004		Quality Management Group	
"Quality Management Activities in Service Sector"	Microsoft Power Point Total slides: 61, January 2004		Quality Management Group	
"Quality Management Activities at Small and Medium Size Enterprises"	Microsoft Power Point Total slides: 42, June 2003		Quality Management Group	
"Maintenance and Improvement of Quality Management System"	Microsoft Power Point Total slides: 16		H.Nakamura Hazel Rojas	El Salvador Private Seminar, January 30, 2004
"Quality Management Activities in Service Sector"	Microsoft Power Point Total slides: 57		H.Nakamura Hazel Rojas	El Salvador Private Seminar, January 31, 2004
"Roles of Foreman (No.2 General Information about Organization and Job)"	Microsoft Power Point Total slides: , February 2004			
"Quality Improvement (No.1 Introduction)"	Microsoft Power Point Total slides: , February 2004			

Productivity Measurement

Title	Course		C/P in charge	Classification
Medición de la Productividad: documento base para el curso de Introducción a la Medición de la Productividad	el curso regional	8	Arlette Jiménez Maynor Vargas	Nuevo enfoque
Técnicas para el manejo de la tensión laboral: documento base para el curso de Administración del estrés laboral	el curso regional	4	Arlette Jiménez Maynor Vargas	Nuevo enfoque
Introducción al comercio electrónico: documento base para el curso de Introducción al comercio electrónico	el curso regional	4	Arlette Jiménez Maynor Vargas	Nuevo enfoque

Business Management

Title	Course		C/P in charge	Classification
Principios de Administración	Técnico de Productividad y Calidad	24	Gregorio Arce	Desarrollado
Fundamentos de Estadística	Técnico de Productividad y Calidad	24	José Arce	Desarrollado
Mejoramiento de la productividad a través de las 5S	Técnico de Productividad y Calidad	24	Zianne Ramírez	Mejoramiento
Seguridad Ocupacional	Técnico de Productividad y Calidad	24	Zianne Ramírez	Desarrollado
Introducción Ingeniería Industrial	Técnico de Productividad y Calidad	24	Gregorio Arce	Mejoramiento
Liderazgo y Trabajo en Equipo	Curso Regional	4	Gregorio Arce, José Arce, Lo impartieron y Zianne Ramírez (ZR colaboro con el material pero no lo impartieron)	Mejoramiento
Mejoramiento de la productividad a través de las 5S	Curso Regional	8	Zianne Ramírez	Nuevo enfoque
Cultura Gerencial Moderna	Curso Regional	8	Gregorio Arce y José Arce	Nuevo enfoque
Principios de Administración	Técnico de Productividad y Calidad	24	Gregorio Arce	Desarrollado