

**Annex 24 OJT Visits to the Companies Quality Management Group** (From Dec., 2002 to now): Sep.19, 2005 H. Nakamura, Dr. Eng.

No.	Company	Category (Employees)	Area	Period	Themes of OJT	C/P's
1	Los Patitos [3 days visits]	Spice (40)	Barreal	Aug 01-Feb. 04	ISO9001 Implementation	HR, MA, LL
2	Sol Caribe [4 days visits]	Macadamia Nut (30)	Turrialba	Aug 01-Mar. 04	ISO9001 Implementation	HR, MA, LL
3	Coopervictoria [1 day visit]	Coffee & Sugar (250)	Grecia	Dec. 01-Jan. 03	ISO9001 Implementation (1st phase)	HR, MA, LL
4	Coopervictoria [21 days visits] (17 meetings)	Coffee & Sugar (250)	Grecia	Aug. 03-Jul. 04	Training and Implementation of ISO 9001 (According to the renewal of the contract, 2nd phase)	HR, MA, LL, (AM)
*5	TOROGOZ [5 days visits] (8 meetings)	Ornament & Monument (200) <Metalworking (40)>	San Salvador, El Salvador	Mar. 04-Apr. 05	Introduction of 5S Activities	HR, LL, (AM)
*6				June 04-Apr. 05	Production Planning, Scheduling and Control	HR, LL
*7				June 04-Apr. 05	Operations Control	HR, LL
8	MONELCA [12 days visits] (28 meetings)	Steel Fabrication (160)	Sapotitan, El Salvador	June 04-Feb. 05	Kaizen Theme: "Optimization of Tank Manufacturing Process as a Whole"	HR, LL, (MA)
9				June 04-Feb. 05	Kaizen Theme: "Optimization of Cutting Machine Process"	HR, LL, (MA)
10				July 04- Feb. 05	Creation of Quality Management System Based on ISO 9001	HR, LL,
11	IREX [7 days visits] (7 meetings)	Synthetic Detergent (700)	Curridabat	July 04-Nov. 04	Kaizen Theme: "Improvement of Waste at Cylindrical Product Process"	HR, MA
12				July 04-Nov. 04	Kaizen Theme: "Improvement of Packing Process Operation for Powder Detergent"	HR, MA
13				July 04-Nov. 04	Kaizen Theme: "Reduction of Weight Variation at Viscous Detergent Manufacturing Process"	HR, MA
14				July 04-Aug. 04	Kaizen Theme: "Elimination of Waste and Idle Time at Plastic Containers Machine" (We discontinued this theme due to their request)	HR, MA

No.	Company	Category (Employees)	Area	Period	Themes of OJT	C/Ps
15	FANAL [22 days visits] (24 meetings)	Liqueur (220)	Grecia	July 04-	Training and Implementation of ISO 9001 (Follow-up activities of the QMS handled by a contracted consultant. Actually, we needed to review the activities from the start and to restructure the system.)	HR, MA, LL
16	Florida Bebidas "Imperial" Phase 1 [9 days visits] (22 meetings)	Beer & Beverage (1,000) <Beer (90)>	Belen	Jan. 05- April 05	Training & Implementation of TPM (Phase 1: 5S Activities)	HR, MA, LL
17	KONTEIN [8 days visits] (25 meetings)	Plastic Container (100)	Soyapang El Salvador	Jan. 05-Sep. 05	Training & Implementation of 5S	HR, LL, (MA)
18				Jan.05-Sep. 05	Kaizen Theme: "Improvement of Services Supplied by Mold Shop"	HR, LL, (MA)
19	Rotoflex [9 days visits] (24 meetings)	Flexible Packing (250)	Soyapang El Salvador	Jan. 05-Sep.05	Training & Implementation of 5S for TPM Activities	HR, LL, (MA)
20				Jan. 05-Sep.05	Training & Implementation of Autonomous Maintenance for TPM Activities	HR, LL, (MA)
21				Jan. 05-Sep.05	Kaizen Activities of Overall Production Efficiency for TPM	HR, LL, (MA)
*22	Roma Prince PIPASA, Dos Pinos [1 day visit, respectively] (2 meetings)	Pasta Chicken Processing (3,000, 280 in the Factory) Milk and Allied Products (3,000, 1,400 in the Plant)	Alajuela San Rafael, Belen Alajuela	March 05	-OJT for the "Audit of HACCP Systems" (trained by Mr. Takasu, STE). The two weeks between March 7 and 18. Lectures, Exercises (by using Videos, etc.) and Company Visits). -We could have the experiences of the audit at Roma Prince and PIPASA. -NI joined all of the activities.	HR, MA, LL, MH
23	Florida Bebidas "Imperial" Phase 2 [10 days visits] (10 meetings)	Beer & Beverage (1,000) <Beer (90)>	Belen	Apr. 05- Aug 05	Training & Implementation of TPM (Phase 2: Autonomous Maintenance)	HR, MA, LL
24	Florida Bebidas "Imperial" Phase 3 [7 days visits]	Beer & Beverage (1,000) <Beer (90)>	Belen	June 05-	Training & Implementation of TPM (Phase 3: Kaizen Activities for Quality Maintenance and Overall Production Efficiency)	HR, MA, LL

M. S. P.

No.	Company	Category (Employees)	Area	Period	Themes of OJT	C/Ps
	(7 meetings)					
25				Aug. 05-	Kaizen Theme "Kaizen Related to Inspection of Filled Bottles"	HR, MA, LL
26				Aug. 05-	Kaizen Theme: "Kaizen Related to Transportation of Boxes"	HR, MA, LL
27				Aug. 05-	Kaizen Theme: "Kaizen Related to Transportation of Bottles"	HR, MA, LL
28				Aug. 05-	Kaizen Theme: "Kaizen Related to Materials Consumed, such as Bottles, Banding Materials, Pallets and Boxes"	HR, MA, LL

<Notes>

1. The data are based on the current state of September 19, 2005.
2. HR: Ms. Hazel Rojas, MA: Ms. Mariana Arias, LL: Mr. Luigi Longhi, AM: Mr. Alberto Mantilla, NH: Dr. Nakamura Hideo.
3. Mr. Alberto Mantilla joined the Quality Management Group in the beginning of November 2003 and quit it in the beginning of August 2004.
4. MH: Mr. Marvin Herrera (Production Management Group)
5. The mark \* of the Column at "No." shows the charges-free activities.
6. The x of [x days visits] in the column of "Company" is the number of the days that NH visited the company with his counterparts. The days of the company visits by his counterparts without NH are not included. More detailed activities at Coopevictoria (No.4), MONELCA (No.8-10), Irex de Costa Rica (No.11-14), FANAL (No.15), Florida Bebidas (No.16, No.23-28), KONTEIN (No.17-18), Rotoflex (No.19-21) and HACCP Systems (No.22) are described in the other documents, such as "Actual Activities at Coopevictoria Project (2nd Phase)".
7. The y of (y meetings) in the column of "Company" is the number of meetings with NH and his counterparts for discussing the issues each other with the objective of practical applications, including the meeting for the arrangement of the project. But the y of Company 1-3 cannot be identified due to a lack of the records.
8. The name of the C/P in () at the column of "C/Ps" means that the C/P joined some of the activities at the company.
9. NH asked his counterparts to share their experiences each other. They agreed with him and he is sure that they have been doing it.



## **Annex 24 OJT Visits to the Companies: Production Management Group ( until September, 2005 )**

### **(1) General Comment for OJT**

1. Relation between Okamoto and Mr. Takemura : Okamoto succeeds Mr. Takemura's job, from May / 2004.
2. Our jobs : To transfer the knowledge of Experts to C/Ps and to improve the ability of consultant of C/Ps
3. Information of C/Ps : When Okamoto jointed this project, members of C/Ps are Mr. Alfredo Gonzalez, Mr. Enrique Gonzalez and

Mr. Marvin Herrera.

- A. Gonzalez : He has a little connection with Mr. Takemura, he has been in Japan for three months and has much experiences of TOYOTA system. And his main knowledge of consultant was transferred from Okamoto.
- E. Gonzalez : He is working with Jica Experts from the first phase. He could accumulate many knowledge, but he specialized mainly Maintenance section, then his knowledge of consultant was mainly transferred from Okamoto.
- M. Herrera : He worked with Mr. Takemura a little, because he has been in Chile in 2 years, and he came back to Cefof at the beginning of May 2004. That is, his knowledge of consultant was mainly transferred from Okamoto.

### **4. Okamoto's policy in OJT**

- 1) To transfer the knowledge of Expert, Okamoto conducted the following three activities.

**OJT 1) : To visit many companies to see their factory and to know the current situations of the company**

**OJT 2) : To make the technical proposals for each visiting companies.**

**OJT 3) : To conduct OJT in the companies by contracting to consult the companies**

- 2) Detailed explanation of each OJT activity

**OJT 1) : To visit many companies to see their factory and to know the current situations of the company**

--- 22 companies (refer to the sheet "24-1 OJT 1" )

**OJT 2) : To make the technical proposals for each visiting companies.**

--- 18 proposals (refer to the sheet "24-2 OJT 2" )

(1) Categories of OJT 1) and 2)

Category 1 --- Cefof asks Expert to visit the company (and the factory).

Category 2 --- Expert and all C/Ps visit the company and hear / check his request.



Category 3 --- Expert makes the technical proposal and explain / discuss it with all C/Ps.

Category 4 --- All C/Ps and Expert visit the company and explain it.

Category 5 --- According to the request from the company, Cefof makes official technical proposal (from Expert) and commercial proposal.  
(2) To transfer the knowledge of Expert

According to these categories, C/Ps studied the current situations, the requirements of the companies and the knowledge for consultations. In addition, Okamoto gave many comments to the companies where we visited in front of C/Ps.

**OJT 3) : To conduct OJT in the companies by contracting to consult the companies**

--- 4 companies (refer to the sheets "24-3 OJT 3- (1) ~ (4)" )

(1) Categories of OJT 3) : I indicate no. of category in each table of each company.

Category 1 --- To visit and hear the request

Category 2 --- To make a tentative technical proposal and explain them.

And to make official technical proposal (by Jica expert) / commercial proposal (by Cefof) .

Category 3 --- To contract and to conduct OJT and consultations

Category 4 --- To prepare a step-up to next OJT

(2) Preparation of Materials --- more than 55 materials

(a) Almost materials are prepared by Jica expert --- As to a list of Materials, please refer to "item 22".

(b) All documents were explained to all C/Ps, before visit to the companies.

(c) Some documents were translated from English to Spanish to have a good understanding in the companies.

(3) Summary and detailed contents of our 4 OJTs

(a) Summary : Please refer to following table.

Item no.	Company name	Term	no. of visits
OJT3 - (1)	Micro Technologies (180 persons)	from July to October / 2004	10 visits, using about 5 materials
OJT 3 - (2)	Jockey International (180 persons)	mainly from January / 2005 to now	17 visits, using about 5 materials
OJT 3 - (3)	Terramix (180 persons)	mainly from January / 2005 to now	20 visits, using about 11 materials
OJT 3 - (4)	Proquanal (180 persons)	from October / 2004 to now	40 visits, using about 16 materials

(b) Detailed information, including summary of consultation : Please refer to attached sheet 24-3-1, 24-3-2, 24-3-3, 24-3-4.



## Annex 24 OJT Visits to the Companies: Production Management Group ( until September, 2005 )

### (2) 24-1 OJT 1: List of Visiting Companies ( until September, 2005 )

In this table, I indicate a list of the companies where we have visited ( We visited 22 companies including 2 companies of Panama. )

In 22 companies, we could contract 6 companies with charge, including 4 companies where we conduct full OJT.

No.	Contract	Company name	Category (No. of employees)	Scale	Date	Requests from company
1		Saret	Steel structure maker (150)	L	May/04	Education for engineers (Bench mark, etc.)
2		Metalin	Steel furniture maker (30)	S	May	KAIZEN in site
3		Roma Prince	Spaghetti maker (120)	L	June	no specific requests
4		Holecim	Cement maker (500)	L	June	Safety (Seminar and implementation) from new General Manager
5		Cultis	Sugar maker (100)	M	June	5S (Seminar and Implementation) in the site
6	*	CK Component	Micro Switch maker (160)	M	June	* December : Presentation of 5S This factory is a model factory of Cell line
7		Fanal	Liqueur maker (120)	M	June	no specific requests
8		Jones	Steel bed maker (20)	S	July	5S, safety and KAIZEN in the site
9	○	Micro Technologies	Micro Switch maker (180)	M	July	To conduct Kanban System (= Cell line)
10	○	Jockey International	Under wear maker (180)	M	July	TPM (Autonomous maintenance) This is a typical sewing maker.
11		Align Technologies	Dental Programming (150)	M	Aug.	Education for operators (general education)
12	○	Terraunix	Rubber Gasket maker (180)	L	Sep.	Improvement of Quality System
13	○	Proquinal	Vinyl sheet maker (180)	L	Oct.	KAIZEN (5S, Safety and Quality Assurance) This a new factory. After Step 1, we can contract next steps.
14		Domitica	Small maker of biscket(25)	S	Jan/2006	2 times of site visits and made a few comments
15	*	Coloplast	Special underwear maker(150)	M	Feb.	5S (Seminar and Implementation) * April : Presentation of 5S
16		Dexie (Panama)	Detergent maker(30)	S	May	5S and safety in the site
17		Baru Panama (Panama)	Beer maker(500)	L	May	TPM (According to philosophy of Heineken)
18		Baxter	Medical device maker(400)	L	May	no specific request
19		RTC	Plastic board maker(120)	M	May	Education for supervisors
20		TORNECA	Tool delivery center(40)	M	June	To increase efficiency
21		D & I	Steel casting maker(30)	S	June	no specific request
22		Punto Rojo	Detergent maker(100)	M	July	5S and Safety in the site

## Annex 24 OJT Visits to the Companies: Production Management Group ( until September, 2005 )

### (3) 24-2 OJT 2: List of Proposal Sheets ( until September, 2005 )

### Production Management

We visited many companies and they asked us technical / commercial proposals. Expert made 18 technical proposals, as a following table. According to the categories which I showed in item 24, Expert transferred his knowledge for consultation to C/Ps.

No.	Contract	Company name	Category (No. of employees)	Scale	Date	Volume of Spec.	Outline (L : lecture, I : Implementation)	(days)
1		Saret	Steel structure maker (150)	L	Jun./2004	4 pages	Factory management (L), Bench marking (L), Shou Shuudan (L), 5S & Safety (L & I), To improve process management (L), To get competitive products (L)	46
2		Metalin	Steel furniture maker (30)	S	July	2 pages	Study on Productivity (L)	11
3		Roma Prince	Spaghetti maker (120)	L	June		Nothing	
4		Holcim	Cement maker (500)	L	July	2 pages	Safety (I)	10
5	*	Cultis	Sugar maker (100)	M	July	3 pages	Shou Shuudan (L & I)	8
6		CK Component	Micro Switch maker (160)	M	December	Tel	5S (L)	1
7		Fanal	Liqueur maker (120)	M			Nothing	
8		Jones	Steel bed maker (20)	S	July	3 pages	Shou Shuudan (L & I), 5S (L&I), Evaluation of products (I)	7
9		Micro Technologies	Micro SW maker (180)	M	July	3 pages	Kanban system (analysis of process line) = To conduct Cell line (L)	24
10		Jockey International	Under wear maker (180)	M	October	6 pages	After Step 1, to implement our comments in the site (I)	14
11		Align Technologies	Dental Programming (150)	M	October	8 pages	To conduct Autonomous maintenance in the model group (L & I)	22
12		Terramix	Rubber Gasket maker (180)	L	August		Nothing	
13		Proquinal	Vinyl sheet maker (180)	L	Feb./2005	6 pages	(1) To review Quality Standard (L), (2) To improve data communication system between Quality group and Production group (L), (3) To analyze the data to increase quality / yield of products (L)	16
14					October - March (5 reviewed)	5 pages	1) Proposal only Step 1 : (1) To improve 5S, Safety (L & I), (2) Quality assurance (L), 2) Step 2 : To conduct TPM, 3) Step 3 : To improve Inventory and Delivery system, 4) Step 4 : To improve Productivity, 5) Step 5 : To conduct 6 $\sigma$	29
15					June	3 pages	To implement 5S, Safety and KAIZEN by task force team	18
16	*	Domitica	Small maker of bisket(25)	S	September	3 pages	To improve production yield and operation ratio	10
17		Coloplast	Special under-wear maker(150)	M	September	5 pages	Education of maintenance system (5 categories)	6
18		Dexie (Panama)	Detergent maker(30)	S	April		Nothing	
19		Bieru Panama (Panama)	Beer maker(500)	L	April	8 sheets	5S and Safety (L & I) in the site	18
20		Elaxter	Medical device maker(400)	L	May		Nothing	
21		RTC	Plastic board maker(120)	M	May	4 pages	5S and Safety (L with case study) to supervisors	24
22		TORNECA	Tool delivery center(40)	M	June		Nothing	
23		D & I	Steel casting maker(30)	S	June		Nothing	
24		Punto Rojo	Detergent maker(100)	M	July		Nothing	

**Annex 24 OJT Visits to the Companies: Production Management Group ( until September, 2005 )**

**(4) OJT in Each Company**

**24 - 3 - 1. OJT 3) - (1) : OJT in Micro Technologies ( until September, 2005 )**

[ Out line of Company ]

1. Feature of the company : about 180 persons

This company is a typical assembly maker of micro switches in Costa Rica. Head office is in USA, all equipments are supplied from USA, all raw materials are imported and all products are exported. That is, Costa Rica offers only labors by operators.

2. Outline of our OJT and consultation : 1) To start our activities by the information from Mr. E. Gonzalez's laboratory

2) His requirement is to implement KANBAN system, but after we visited the factory, we decided that we recommended to improve the productivity of process line.

3. Outline of our activities : from July to October / 2004 (4 months : 10 visits, using about 10 materials), conducted our activities with one young Engineer.

1) To choose two model lines (the assembling line of micro switches : 7 pieces / minute / line)

2) To analyze and evaluate the production capacity of two lines 3) To make comments to improve production capacity = To recommend semi-Cell line

4. Result : 1) Mr. Alfredo Gonzalez and Mr. Marvin Herrera could understand the know-how of improving the production capacity in a assembling line.

2) Top manager of Costa Rica factory appreciated our activities, but we could not contract a new step (implementation of our comments), because the engineer who worked with us, quitted the company and perhaps, the head office in USA did not give permission to the next step.

[ Detailed explanation of our activities ]

Date	Participant of C/Ps		Contents of OJT
	A.G.	E.G. M.H.	
July	1	1	[ Category 1 ] 1. Visit 1 : To hear the request (To conduct Kanban) and to inspect the site
July			[ Category 2 ] 2. To make the proposal ( To conduct Kanban System = Cell line : 24 days )





Contents of OJT

Date	Participant of C/Ps		
	A.G.	E.G. / M.H.	
July			[ Category 3 ] 3. To contract
July	1		4. Visit 2 : To explain the proposal to Top manager
Aug.	1		5. Visit 3 : To discuss the detailed schedule with Engineer.
Aug.	1	1	6. Visit 4 : To measure the cycle time of each operator in the site
Aug.	1	1	7. Visit 5 : To ask questions ((1) a standing style of operators (2) a incentive for operators) to Eng.
Aug.			8. To make our comments (3 documents : Lay-out, Production capacity, Point of job, etc.)
Aug.	1		9. Visit 6 : To discuss our comments ((1) our new lay-out (2) to decrease operators from 21 to 17 persons) with Eng.
Sep.	1		10. Visit 7 : To explain our comments ((1) money incentive (2) analysis of weekly schedule (3) analysis of productivity of new line), to Engineer.
Sep.			11. To make the final report ( 30 sheets of P.P. and 24 pages of Doc. --- Recommendations (1) To introduce a new lay-out, including decrease operator's number (2) To increase operation ratio (3) Miscellaneous comments for operation (4) To make a incentive to operators )
Sep.	1		12. Visit 8 : To explain the final report to Eng.
Sep.	1	1	13. Visit 9 : To explain the final report to 10 main persons
Oct.			[ Category 4 ] 14. To make next proposal (To implementation of our recommendations)
Oct.	1		15. Visit 10 : To explain the new proposal ( To implement our recommendation for the site : 14 days )
	10	2 3	

**Annex 24 OJT Visits to the Companies: Production Management Group ( until September, 2005 )**

**(4) OJT in Each Company**

**24-3-2. OJT 3) - (2) : OJT in Jockey International ( until September, 2005 )**

[ Out line of Company ]

1. Feature of the company : about 180 persons  
 This company is a typical sewing maker (men's underwear) in Costa Rica. The system of this company is almost same as Micro Technologies indicated in item 24-3-1.
2. Outline of our OJT and consultation : 1) To start our activities by the introduction from Administrative managing group  
 2) His requirement is to implement TPM and we recommended to conduct Autonomous Maintenance to the model team (20 operators).
3. Outline of our activities : mainly from January / 2005 to now (9 months :17 visits, using about 6 materials), conducted our activities with one Engineer.
  - 1) To introduce TPM (Autonomous maintenance) to all supervisors of the factory    2) To recommend for the model team to know the sewing machines
  - 3) To guide maintenance group to make the teaching manuals (How to treat the sewing machines)
  - 4) To assist the maintenance man to train operators
4. Result : 1) Mr. Enrique Gonzalez could understand the specific method of the autonomous maintenance.  
 2) Maintenance group could make a good manuals for autonomous maintenance.  
 3) We would like to finish this project, but in September, new General manager came and we are checking our specification with our activities.  
 In future, New General manager will conduct our activities to his companies in Central America.

[ Detailed explanation of our activities ]

Date	Participant of C/Ps		Contents of OJT
	A.G.	E.G. M.H.	
July	1	1	[ Category 1 ] 1. Visit 1 : To hear the request    They request to conduct TPM in the factory.
Aug.			[ Category 2 ] 2. To make the proposal (To conduct Autonomous maintenance in the model group : 22 days)
Aug. 1	1		3. Visit 2 : To explain the tentative proposal to Top manager
Aug. 1	1	1	4. Visit 3 : To explain the commercial and technical proposals to Top manager
Aug. 1	1		5. Visit 4 : To hear his evaluation as to the proposal from Staff
Oct. 1			6. Visit 5 : To explain our presentation to new factory manager (The first General manager went to USA.)
Oct.			7. To prepare and to issue the technical and commercial proposal



Contents of OJT

Date	Participant of C/Ps		[ Category 3 ] 8. To contract
	A.G.	E.G. M.H.	
Dec.			9. Visit 6 : To confirm the schedule and the contents of our consultation ((1) To introduce our project to operators (2) To prepare the materials to conduct autonomous maintenance (3) To implement educations to a model group --- 25 operators)
Jan.	1	1	10. Visit 7 : To give the presentation of outline of our consultation and TPM to 40 persons (factory manger, supervisors and maintenance group)
Feb.	1	1	11. Visit 8 : To have the meeting with maintenance group and one supervisor of the model group
Feb.	2		12. Visit 9,10 : To inspect the demonstration of maintenance activities of sewing machine
Feb.			13. To make our comments ( 5S, improvement of the equipment / operation, and manner in the factory) --- we reviewed at our 2 visits.
Feb.	1		14. Visit 11 : To discuss our comments with maintenance group and a supervisor (1)
Mar.	1		15. Visit 12 : To discuss our comments with maintenance group and a supervisor (2)
Mar.			The engineers came from USA and they appreciated our activities.
May	1		16. Visit 13 : To give the presentation of basic maintenance theory to 12 maintenance men
June			19. To make our comments as to this materials.
July			20. Visit 15 : To hear the presentation of Autonomous maintenance, explained by a supervisor and maintenance group
Aug.	1		21. Visit 16 : To meet with the factory manager He asked us his policy of the activities for autonomous maintenance ( He chose one maintenance man to conduct the educations of autonomous maintenance. This maintenance man conducts educations to one by one operator.) We agreed this way.
Sep.			22. To make our comments to a supervisor : (1) Comments to administrate the stop time (2) Activities of 5S
Sep.	1	1	23. Visit 17 : To discuss our termination New General manager came. They required us to check our activities according to our specification.
Sep.			24. To make comments = comparison between our activities and our proposal.
	7	14	3

**Annex 24 OJT Visits to the Companies: Production Management Group ( until September, 2005 )**

**(4) OJT in Each Company**

**24 - 3 - 3. OJT 3) - (3) : OJT in Terramix ( until September, 2005 )**

[ Out line of Company ]

1. Feature of the company : about 180 persons

This company is a rubber packing maker with Costa Rica capital. That is, this company looks like a maker in Japan.

2. Outline of our OJT and consultation :

1) To start our activities : One engineer visited Cefof Laboratory (Mr. E. Gonzalez) and he introduced General Manager of Quality group.

2) His requirement is to improve Quality system in the factory and to conduct the autonomous inspection system.

3. Outline of our activities : mainly from January / 2005 to now (9 months : more 20 visits, using about 11 materials), conducted our activities with 3 staffs of Quality Group ( In addition, from intermediate stage, Production and Technical section were jointed.)

As to objects of our improvement, they chose 3 areas (Banbury line, Injection line and Compression line)

Step 1 : 1) To check the operations and standards of job in each section and to make our comments to improve the quality of products

2) Example of our comments : (1) Poka Yoke (2) Autonomous inspection for appearance (3) To improve the system of thermo-meters

(Step 2 : To make good communication system between Quality group, Technical group and Operation group, through each data)

(Step 3 : To analyze their operation data)

4. Result : 1) All C/Ps could understand what is the specific improvement in Quality Control of the factory.

2) In Terramix, Quality group / Technical group / Operation group have much interests to our comments.

[ Detailed explanation of our activities ]

Date	Participant of C/Ps		Contents of OJT
	A.G	E.G / M.H.	
Sep.	1		[ Category 1 ] 1. Visit 1 : To meet with the Quality General manager to explain our philosophy of Quality Control. 2. Visit 2 : To make presentation of Safety to 20 staffs (To promote our consultation)
Nov.	1	1	

Contents of OJT

Date	Participant of C/PS		
	A.G.	E.G./M.H.	
Jan.	1		3. Visit 3 : To hear the request from Quality General manager ((1) To review Quality Standard (2) To improve data communication system between Quality group and Production group (3) To analyze the data to increase quality / yield of products)
Jan.			[ Category 2 ] 4. To make proposal (Contents : same as upper : 16days)
Jan.	1	1	5. Visit 4 : To explain our proposal to Quality General Manger and he required to issue our official proposal
Feb.			6. To make official proposal
Feb.			[ Category 3 ] 7. To contract
Feb.	1	1	8. Visit 5 : To explain our official proposal to Quality General Manager. He required us to conduct Autonomous Inspection
Mar.	1	1	9. Visit 6 : To explain our project to managers and supervisors (13 persons)
Apr.	1	1	10. Visit 7 : To discuss our specific activities with 3 engineers
Apr.			11. To prepare the check list for visiting site
Apr.	1	1	12. Visit 8 : To visit the factory and to hear a quality system of Raw material and Laboratory
May			13. To prepare our comments in the raw material area ((1) To review the contents of specification of the examination --- 2 pages (2) To review checking values in the specification --- 7 pages)
May	1	1	14. Visit 9 : To explain our comments in raw material area to managers and supervisors (10 persons) In this meeting, we propose to conduct Poka Yoke in the raw material area.
June	1		15. Visit 10 : To visit the raw material yard to make our comments of Poka Yoke
June			16. To make our comments of Poka Yoke (5 pages)
June	1	1	17. Visit 11 : To explain Poka Yoke in the raw material yard : We felt that they have much interest about Poka Yoke than normal presentation of Poka Yoke, because our presentation was prepared according to specific comments for their site.
June	1	1	18. Visit 12 : To visit the Injection and compression area and to hear the quality system
June			19. To prepare our comments as to Injection and Compression area ( To improve control of temperature / quantity of raw material, to conduct autonomous inspection for appearance check and to improve the report of Hardness / etc. : 6 pages)

Contents of OJT

Date	Participant of C/Ps		
	A.G.	E.G./M.H.	
June	1	1	1
July	1		
July			
Aug.	1	1	1
Aug.	1	1	1
Aug.			
Aug.	1	1	1
Sep.			
Sep.	1	1	1
Sep.	1	1	1
Sep.	1	1	1
	19	15	15

20. Visit 13 : To explain a summary of comments (temporary: about 16 pages --- This is one part of the final report.) for raw material yard

21. Visit 14 : To explain our comments for Quality Control system in Injection and Compression area to 3 engineers. They felt that our comments were not only for Quality group but also to Production and Technical group.

22. To prepare the final report of Step 1, for Raw material, Injection and Compression area. (41 comments : 32 pages)

23. Visit 15 : To explain our comments for Raw material, Injection and Compression area to Vice president Because, they understand that our comments are not only for Quality group but also to production group and technical group

24. Visit 16 : To give our presentation of Final report to managers/supervisors of 3 sections (8 persons), according to the advice from Vice president.

25. To prepare the table of summary of our comments to promote their activities (In this table, we asked their policy and activities to conduct our comments : 6 pages)

26. Visit 17 : To explain our comments (same purpose with item 24) In this meeting we presented them our summary table of our comments (6 pages). The promised to fulfill the items in the table.

27. They were preparing our table.

28. Visit 18 : They required us to make our comments of 5S in Banbury section. One student (Universidad Interamericana) is making 5S program in this area.

29. Visit 19 : To explain our comments (same purpose with item 24) to Injection area ( Manager of Injection area and Quality group).

30. Visit 20 : To hear 5S program from a student of Universidad Interamericana and to make comments

**Annex 24 OJT Visits to the Companies: Production Management Group ( until September, 2005 )**

**(4) OJT in Each Company**

**24 - 3 - 4. OJT 3) - (4) : OJT in Proquinal ( until September, 2005 )**

[ Out line of Company ]

1. Feature of the company : about 180 persons
  - 1) This company is a vinyl sheet maker. Head office and sales department are in Colombia. 60 % of products are exported to USA.
  - 2) The characteristic feature of this company is that this company started operation from November 2004 in Costa Rica.  
Then Jica Expert could transfer his techniques of starting-up operations to C/Ps.
2. Outline of our OJT and consultation : 1) To start our activities by the information from the merchant department of Cefof  
2) His requirement is to conduct Kaizen in the factory.
3. Outline of our activities : from October / 2004 to now (12 months : more than 40 visits, using about 16 materials) , conducted our activities mainly with General Manager and Staff.  
Step 1 --- The requirement is Kaizen in the factory, then we conducted from (1) 5S and Safety educations for all persons  
(2) 5S and Safety applications in the factory (3) Quality advice for a quality staff .  
Step 2 --- To get the stable operation, that is, to increase products yield ratio and to increase operation ratio in the main line.  
Step 3 --- To conduct a basic education of maintenance to a maintenance group)  
4. Result : 1) In Step 1, Mr. Alfredo Gonzalez and Mr. Marvin Herrera could understand the specific implementation of 5S and Safety.  
2) In Step 2 : All C/Ps could understand how to analyze and improve the products yield and stopping time of the process line.  
3) In step 3, Mr. Enrique Gonzalez will have experience to conduct the education of TPM (basic maintenance).  
In future, they will transfer our activities to Bogota in Colombia, because Top Manager and staffs came from Colombia and will go back to Colombia.

[ Detailed explanation of our activities ]

Date	Participant of C/Ps	A.G. E.G. M.HI.	Contents of OJT		
			Oct. 1		
Oct.			2. To prepare the proposal (Step 1 : To improve 5S, Safety and Quality assurance Step 2 : To conduct TPM Step 3 : To improve Inventory and Delivery system Step 4 : To improve Productivity Step 5 : To conduct 6 σ )		
Oct.			3. To review our proposal (Rev. 1 and 2)		



Contents of OJT

Date	Participant of C/Ps		Contents of OJT
	A.G.	E.G. M.H.	
Oct.	3		4. Visit 2,3,4 : To explain our reviewed proposal to General Manager
Oct.			5. To make additional explanation of our consultation : (1) Schedule (2) Implementation (3) Finishing point (4) Training method
Oct.	1		6. Visit 5 : To explain our additional explanation to General manager. He changed the purpose from "6 σ" to "Kaizen (=Continuous improvement)"
Oct.			[ Category 2 ] 7. To prepare and issue the technical and commercial proposal
Nov.	1	1	8. Visit 6 : To make presentation of Safety (P.P.) to operators (To promote our proposal) --- 40 persons
Nov.	1	1	9. Visit 7 : To make presentation of Safety (P.P.) to operators (To promote our proposal) --- 40 persons
Nov.			[ Category 3 ] 10. To contract
Nov.			11. Visit 8 : To have the first meeting with General Manager to confirm our schedule (1) To start a actual consultation from January (2) To start a pre-study to check the 5S and safety of the factory from Nov.
Dec.	1	1	12. Visit 9 : To take photos of points where are necessary to be improved in 5S and Safety (utility room)
Dec.	1	1	13. Visit 10 : To take photos of points where are necessary to be improved in 5S and Safety (raw material to main process line)
Dec.	1	1	14. Visit 11 : To take photos of points where are necessary to be improved in 5S and Safety (main line and others) --- We could pick-up 160 comments ---
Dec.			15. To prepare the presentation of 5S & Safety & Kaizen in the site (36 sheets)
Dec.	1	1	16. Visit 12 : To discuss as to the next year schedule with General Manager
Jan.			17. To review our proposal (Rev. 3) : (1) A little improvement by 5S and safety (Education and Implementation) (2) Check of quality Assurance (Education and Implementation), without any change of consultation fee
Jan.			18. To prepare the report (21 pages) as 5S and Safety in the site
Jan.			19. To be elongated our activities until the end of March, because they were busy to keep their stable operations.
Mar.	1	1	20. Visit 13 : To explain our reviewed proposal (Rev.3) to General Manager
Apr.			21. To prepare the P.P.(31 sheets) of 5S & Kaizen
Apr.	1	1	22. Visit 14 : To give the presentation of 5S (P.P.) to 86 operators and others



Contents of OJT

Date	Participant of C/Ps		Contents of OJT
	A.G.	E.G. M.H.	
Apr.	1	1	23. Visit 15 : To give the presentation of 5S (P.P.) to 90 operators and others
Apr.	1		24. Visit 16 : To discuss our revised activities of our consultation with General Manager
May	1		25. Visit 17 : To give the presentation of 5S & Safety (36 photos of the site) 80 operators
May	1	1	26. Visit 18 : To give the presentation of 5S & Safety (36 photos of the site to 80 operators
June	1		27. Visit 19 : To hear the explanation of their Quality system (in Bogota) from an engineer
June	1		28. Visit 20 : Special education (using P.P. and Doc. : 6 pages+5 pages) of 5S, Safety and Kaizen to selected 28 persons (supervisors & staffs). This presentation was held to implement 5S and Safety activities by themselves. (This activity was the end of our activities of 5S and Safety.)
June	1	1	29. Visit 21 : To hear their quality control in a preparation area and visit that area from General Manager and Staff.
June			30. To prepare our comments 1 as to Quality control (12 pages : comments of 15 items)
July	1	1	31. Visit 22 : To hear the preparation category of color liquid and visit the site from a staff
July			32. To prepare our comments 2 as to color preparation (3 pages : comments of 13 items)
July	1	1	33. Visit 23 : To explain our comments 1 ( 15 comments) as to Quality Control in the preparation area to staff
Aug.	1	1	34. Visit 24 : To explain our comments 2 as to Quality Control (13 comments) to a staff
Sep.	1		35. Visit 25 : To give the presentation of 5S to novices (20 persons)
Sep.		1	36. Visit 26 : To give the presentation of 5S to novices (20 persons)
Sep.	1		37. Visit 27 : To give the presentation of 5S to novices (15 persons)
Sep.	1		37. Visit 28 : To give the presentation of Safety to novices (20 persons)
Sep.	1	1	38. Visit 29 : To give the presentation of Safety to novices (20 persons)
Sep.	1		37. Visit 30 : To give the presentation of Safety to novices (15 persons)
	27	1 16	

We finished the first OJT and Consultation.



[ New A Consultation : Implementation of 5S and Safety ]

Date	Participant of C/Ps		Contents of OJT
	A.G.	E.G./M.H.	
June			[ Category 2 ] 1. To prepare our recommendation as to implementation of 5S and Safety (3 pages)
June	1		2. Visit 1 : To hear new requirement from General Manager, as to implementation of 5S & Safety (They implement 5S & Safety, according to our first comments. And we recommend according to our document.
June			3. To make new proposal ( 18days : 50 hours : ) as to implementation of 5s & Safety
June	1		4. Visit 2 : To explain our new proposal of 5S and Safety to General Manager. He requested us to issue the official proposal.
			5. To prepare the official proposal and to issue it
	2	0 0	
At this moment, they decided that their priority is to improve productivity (New B consultation), then we stopped this consultation.			

[ New B Consultation : Implementation of Productivity = Step 2 ]

Date	Participant of C/Ps		Contents of OJT
	A.G.	E.G./M.H.	
Aug.			[ Category 2 ] 1. To prepare our material to get stable operation ( 5 pages : for 3 shifts, for education of operators, for production yield ratio)
Aug.	1	1	2. Visit 1 : To explain our recommendation (5 pages) to get stable operation to General Manager
Aug.			3. To prepare new tentative proposal as to get stable operation (products yield ratio and operation ration)
Aug.	1	1 1	4. Visit 2 : To explain our new tentative proposal to General Manager. At same time (good timing), the president in Bogota asked General Manager to improve the yield ratio of products and operation ratio. At same time, in the meeting we explained the importance of the education of maintenance.
Sep.			5. To prepare the new proposal (3 pages : 10days)
Sep.	1	1 1	6. Visit 3 : To explain our new proposal to General manager and a assistant of General Manager who was called from Bogota to improve these items. He asked us to issue the official proposal.

Date	Participant of C/Ps		Contents of OJT
	A.G.	E.G. M.H.	
Sep.			7. To prepare the official proposal and to issue it
Sep.			[ Category 3 ] 8. To contract
Sep.			8. To prepare our comment 1 (The definition of a products yield and stopping time)
Sep.	1	1	9. Visit 4 : To have the first meeting after contract To hear the definition of Products yield in Proquinal
Sep.			10. To prepare our comment 2 ( Analysis of products yield and stopping time)
Sep.	1	1	11. Visit 5 : To hear the presentation of products yield from Proquinal
Sep.			12. To prepare our comment 3 ( Analysis of products yield and stopping time)
	5	2 5	

[ New C Consultation : Education of Maintenance = Step 3 ]

Date	Participant of C/Ps		Contents of OJT
	A.G.	E.G. M.H.	
Sep.	1	1 1	[ Category 2 ] 1. Visit 1 : To discuss new project (Education of maintenance group) with Maintenance manager
Sep.			2. To prepare our tentative proposal (3 pages)
Sep.	1	1	3. Visit 2 : To explain our tentative proposal
Sep.	1	1	4. Visit 3 : To explain the summary of the presentations of maintenance to Maintenance Manager
	1	3 3	

## Annex 24 OJT Visits to the Companies: Production Management Group

### (5) OJT from April 2001 to March 2004

Date	Company	Experts & Counterparts	Description
2001-Abr-01	INA	Marvin Herrera, Carlos Leandro, Erick Chavez, Enrique González	5S-Food Microbiology-GMP-HACCP-Methodology of Implementation
2001-Abr-01	Firestone	Marvin Herrera, Carlos Leandro, Erick Chavez, Enrique González	Training 5S-Productivity Concept-HRM
2001-Abr-01	Firestone	Marvin Herrera, Carlos Leandro, Erick Chavez, Enrique González	Module1 Basic-Module2 P & Q Management-Module3 Organizational Culture- Module4 Special Topic
June 7, 2001	Tecnico Don Bosco High School	Enrique & Takemura	Closing ceremony of CAD/CAM
June 13	DIMSA	Enrique & Takemura	Product development and designing process of the company are well with CAD System
June 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
June 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.
July 27, 2001	INCSA	Takemura Chavez leandro Brian Gonzalez Marvin Teresa	Stage 5S - Stage Kaizen - Safety activity - Kaizen by analysis and technology
Ago 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	



## Annex 24 OJT Visits to the Companies: Production Management Group

### (5) OJT from April 2001 to March 2004

Date	Company	Experts & Counterparts	Description
12 Nov.8,2001	Crown Cork	Mr. Takemura & 3rd Country training participants	
13 Jan 15,2002	INCSA	Mr. Takemura Mr. Suzuki Leandro Alfredo	Talked at manager meeting of the company on "some important points in the implementation of 5S"
14 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
15 Feb 4 to 7	Crown Cork	Mr. Suzuki Alfredo Brian	Investigation for consultation - Gathering data, Quality and Production Observation
16 Feb15,2002	TechShop International	Mr. Takemura & Enrique	Introduction of XCEFOF - Discussion on the Program - Work shop floor observation
17 Feb26,2002	Panasonic	Takemura Rudin Gonzales Leandro	Workshop observation before program preparation - Concern of the company : Maintenance for the improvement of efficiency
18 Mar8,2002	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
19 Apr 10	INCSA	Takemura Leandro Brian Gonzales	Process analysis for setting theme 1) Organization 2) Products 3) Production Process
20 Apr10,2001	INCSA	Takemura Leandro Alfredo Brian	Plant visit and setting issues for KAISEN
21 Apr24-25	INCSA	Leandro Alfredo 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
22 May 10,2002	INCSA	Enrique Alfredo Erick Takemura	1) KAIZEN for ball mill process 2) KAIZEN for dispatch process 3) KAIZEN for Safety Activity
23 May20,2002	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 analyzed 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
24 May22,2002	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

## Annex 24 OJT Visits to the Companies: Production Management Group

### (5) OJT from April 2001 to March 2004

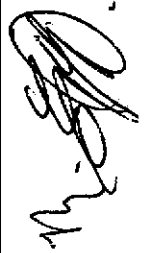
Date	Company	Experts & Counterparts	Description
25 May24,2002	TechShop International	Takemura - Enrique	Layout of new Uruca Plant, Takemura gave some advices to the new layout plan of URUCA plant. In order to achieve it.
26 MAY29,2002	INCSA	Takemura Alfredo Brian Chavez	Takemura introduce some examples of safety activity in Japan according to this experince, Project members discussed how to apply them in INCSA. However, discussson was not based upon data or analysis. Project member started to apply x-pokit activity
27 MAY29,2002	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.
28 June1,2002	INCSA	Takemura	Project member decided the targets of the project 1) Frecuency rate 2) Continuous No. Accident day
29 June6,2002	INCSA	Takemura Alfredo	Activity report to High Manager Meeting Project activity Report: Results of Analysis on the accident in last year * Report of the Accident on 27th May * takemuras comments: Master the method and process of analysis - Analysis is for Implementation Do start now - Implement by activity
30 June 6 (2)	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
31 June 12,2002	INCSA	Takemura Alfredo Brian Chaves	Stting 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.
32 June 12,PM	INCSA	Alfredo Takemura	KAIZEN FOR DISPACHO Main cause of machine stop was analyzed and the project member are focusing the cause of bag break. * The member has started setting up items of Project Activity.
33 June 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 pain and it's items * Project member should decide countermeasures until next meeting.



## Annex 24 OJT Visits to the Companies: Production Management Group

### (5) OJT from April 2001 to March 2004

Date	Company	Experts & Counterparts	Description
June 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
June 26 (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.
June 27	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.
Aug14, 2002	INCSA	Chavez Brian Alfredo Enrique Takemura	* The project member copmleted safety Monument and Booard at the entrance * Safety control system has systemized well. But result does not follow yet. * New training program is necessary for all employees.
Aug14 (PM)	INCSA	Alfredo Enrique Takemura	* Production ratio of Dispatch has improved by the reduction of Bag Break * 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
Aug23, 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
Sep3, 2002	INCSA	Hugo Alfredo Carlos Takemura	Follow up the activity . Productivity of the process is coming up. Next target could be improvement of packing machine with desity of cement Home work: KAIZEN sheet to be filled with KAIZEN on bag break.
Sep4, 2002	INCSA	Hugo Alfredo Carlos Takemura	KYT with new training sheets. Lecture on "How to analize an Accident" Home work: Analysis of a recent accident
Sep4 (PM)	INCSA	Hugo Enrique Alfredo Takemura	Follow up the activity MTBF is almost near to the target: Home work KAIZEN sheet to be filled with 10 KAIZENS
Sep18, 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"
Sep17, 2002	Hnos. Gutierrez	Carlos Mr. Sato takemura	Explanation of KAIZEN activity, Workshop visit.
Sep24, 2002	INCSA	Hugo carlos Takemura	Follow up the activity . Training of KAIZEN report sheet



## Annex 24 OJT Visits to the Companies: Production Management Group

### (5) OJT from April 2001 to March 2004

	Date	Company	Experts & Counterparts	Description
46	Sep25,2002	INCSA	Hugo Enrique Alfredo Carlos	Follow up the activity . Training of KAIZEN report sheet
47	Oct2,2002	INCSA	Hugo Alfredo Carlos Takemura	Cause analysis of the accident on Sep24.
48	Oct15,2002	INCSA	Hugo Alfredo Carlos Takemura	Theme: Dispatch Project Discussion on next step of the activity - Improvement of Packing machine
49	Oct. 16 (AM)	INCSA	Hugo Enrique Alfredo Takemura	Safety Project: How to analyze causes of the accident
50	OCT16(PM)	INCSA	Hugo Enrique Alfredo Takemura	Bell Mill Project: Confirmation of KAIZEN points Report making of KAIZEN results.
51	Oct17,2002	RECOPE CARTAGO	Enrique Ericka Takemura	How CEFOF can give consultation to the company. Problem of the company: Uncertainty of volume of each product?
52	Oct29,2002	INCSA	Alfredo Leandro Takemura	Dispatch Project: Setting new subject of the project : Prevention of dust pollution of Dispatch
53	Oct.30,2002	INCSA	Hugo Alfredo Enrique Leandro	Safety Project: Analysis of the Accident - completed
54	Nov12,2002	INCSA	Leandro Takemura	Theme: Dispatch Project (KAIZEN FOR Dust Pollution) Principle of solving problems of dispatch - Identifying the origins and results by shooting video and camera
55	Nov19,2002	INCSA	Leandro Takemura	Dispatch project: Identifying the origing of dust Leandro & takemura identified 12 origins and made material for next meeting.
56	Nov20,2002	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.
57	NOV20,PM	INCSA	Hugo Enrique Alfredo Leandro Takemura	Bell Mill Project: Follow the activity and summarized 1stage of the project.
58	Nov26,2002	INCSA	Leandro Takemura	Dispatch Project: Explanation of the origins of dust * Discussion on KAIZEN ideas for the origin.
59	Dec4,2002	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





## Annex 24 OJT Visits to the Companies: Production Management Group

### (5) OJT from April 2001 to March 2004

Date	Company	Experts & Counterparts	Description
60 Dec4,2002	INCSA	Enrique Alfredo carlos Takemura	SEISO Inspection Lecture : Lecture to G.Manager and Managers
61 Jan 14,2003	INCSA	Hugo Enrique Alfredo Carlos	Safety Group achieved the target of days without accident. Target 75 days.
62 Jan22,2003	INCSA	Enrique Alfredo Takemura	Safety project. Reviw and evaluation of the activity in 2003. days without accident is continuing, 100 days on next Friday
63 Jan29,2003	INCSA	Enrique Alfredo takemura	Dispach Project: Development of KAIZEN ideas t the origin of dust
64 Jan 29 (PM)	INCSA	Enrique Alfredo takemura	Ball Mill Project: Follow up of Machine Stop in December and January * Preparation of SEISO Inspection.
65 Feb4,2003	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.
66 Feb5,2003	INCSA	Enrique Alfredo Leandro	Ball Mill Project - Siso Inspection Participants 17 people * Defected items: 40
67 Feb12,2003	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
68 Feb12, 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
69 feb18,2003	INCSA	Alfredo takemura	Safety Project: How to report the result of the activity to the top mabagement and manager meeting.. Record day without accident 125 days
70 Feb19,2003	INCSA	Alfredo Leandro Takemura	Dispach Project: Follow up of KAIZEN activity to the origin of dust.
71 Feb26,2003	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
72 feb26,2003	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.
73 Mar04,2003	INCSA	Enrique Alfredo carlos Takemura	Dispch Project: * Follow up of KAIZEN Activity One KAIZEN was already applied to CEPAL * Discussion on the presentation at manager meeting



## Annex 24 OJT Visits to the Companies: Production Management Group

### (5) OJT from April 2001 to March 2004

Date	Company	Experts & Counterparts	Description
74 Mar05,2003	INCSA	Enrique Alfredo Leandro Kuwahara Olman German Takemura	Ball Mill Project, Dispatch Project Presentation of the Project Activity at Manager Meeting The presentation was successfully implemented with high appreciation by managers and CEFOF management
75 Mar12,2003	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
76 Mar12 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
77 Apr02,2003	HOLCIM	Enrique Alfredo Takemura	Manager Meeting of Safety * Opening speech by Takemura: Carateristic of Safety Management * Discussion: The role of management for safety management"
78 Apr02, PM	HOLCIM	Alfredo Leandro Takemura	Activity Summary for closing the project * Ball Mill Project: How to prevent dust pollution at #4 ball mill * Dispatch project: Follow up of KAIZEN at CEPAL
79 Apr04,2003	HOLCIM	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
80 Apr23,2003	HOLCIM	Alfredo Takemura	Cause analysis of the accident * Analysis the cause of an accident on mAr.30 * New target of the safety 180 days
81 Apr30,2003	HOLCIM	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
82 May14,2003	HOLCIM	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 of the company
83 May20,2003	Olympic Precision	Ileana Enrique Takemura	proposal of the activity for the contract * Explanation of the idea of the activity by takemura The company wants a package of seminar and not consultation activity. The plan will be proposed by CEFOF
84 May22,2003	HOLCIM	Leandro Takemura	safety activity for periodical maintenance 2) Monthly safety manager meeting



## Annex 24 OJT Visits to the Companies: Production Management Group

### (5) OJT from April 2001 to March 2004

Date	Company	Experts & Counterparts	Description
May27,2003	HOLCIM	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.
Jun4,2003	HOLCIM	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.
Jun18,2003	HOLCIM	Leandro Takemura	Safety Activity: How to link KAIZEN with Safety Activity
Jun18,2003	HOLCIM	Leandro Takemura	Energy Reduction: Data analysis of electricity by month Next advice of data analysis
Jun25,2003	HOLCIM	Leandro Takemura	Safety Activity: The process to promote KAIZEN with safety . The project member form 4 group for KAIZEN activity
Jun25,PM	HOLCIM	Leandro Takemura	Energy reduction: Mr. Takemura modified and explained the data from "Consumo de Energia 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.
Jul2,2003	HOLCIM	Leandro Takemura	Safety Manager Meeting: Takemura explained how to link KAIZEN with safety activity to managers
Jul2,PM	HOLCIM	Leandro Takemura	Energy Reduction: takemura explained the results of analysis and how to do it. The project memebers discussed the results of dataa analisis for Ball Mill 4 done by Mr.Adrian Obando.
Jul3,2003	HOLCIM	Leandro Takemura	5S activity implementation: All memebers implemented SEIRI and SEITON to Maintenance Shop.
Jul11,2003	HOLCIM	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.
Jul9,2003	HOLCIM	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 colonos per year.



## Annex 24 OJT Visits to the Companies: Production Management Group

### (5) OJT from April 2001 to March 2004

	Date	Company	Experts & Counterparts	Description
96	Jul15,2003	Good Willing Co.	Takemura	Safety Project summary of hazard detection at Mining Dep. 2) Energy Project: Discussion on Energy Reduction for Ventilation System.
97	Sep3,2003	HOLCIM	Alfredo Leandro Takemura	safety Activity: Follow up of activity plan * Discussion on the safety activity of Kiln.
98	Sep3,PM	HOLCIM	Alfredo Leandro Takemura	Electric Energy Reduction: Follow up of activity Ball Mill #4 Pully test in next week. Ball Mill #3 Data Ajustment * Takemura explained how to investgate deepe
99	Sep3,PM	HOLCIM	Alfredo Leandro Takemura	Quality: How to manage quality * data reliability. Cause and effect on some characteristic. Item to be controlled. How to control characteristics.
100	Sep4,2003	HOLCIM		Outline of the plant No. of employee: 13 generator 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 Helitz Stress?
101	Sep17,2003	HOLCIM	Alfredo Leandro Takemura	Electric Energy reduction: Follow up of Activity plan * Lecture and presentation of " Hos to analyze data of #3 Ball Mill"
102	Sep24,2003	HOLCIM	Alfredo Leandro Takemura	Electric Energy reduction: Explanation of data analysis by Takemura * There was data logging mistake of the data in July
103	Sep24,PM	HOLCIM	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
104	Oct1,2003	HOLCIM	Alfredo Leandro Takemura	Electric Energy Reduction: Mr. Jaime and Federico explained KAIZEN plan of #3 Ball Mill and Group member discussed on it.
105	Oct.8,2003	HOLCIM	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.
106	Oct8,2003	HOLCIM	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.
107	Oct8,PM	HOLCIM	Alfredo Leandro Takemura	Quality: Analysys 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.



## Annex 24 OJT Visits to the Companies: Production Management Group

### (5) OJT from April 2001 to March 2004

Date	Company	Experts & Counterparts	Description
108 Oct 15, 2003	HOLCIM	Alfredo Carlos Takemura	Safety Activity: Making agenda for the meeting with Mr. Roger
109 Oct 15 PM	HOLCIM	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	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 realize the improvement of consciouness 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.
110 Feb. 25, 2004	HOLCIM		Consultancy
111 Jan. 21, 2004	HOLCIM		Consultancy
112 Feb. 18, 2004	HOLCIM		Consultancy
113 Mar. 15, 2004	HOLCIM		Consultancy
114 Mar. 12, 2004	HOLCIM		Consultancy
115 Mar. 11, 2004	HOLCIM		Consultancy
116 Feb. 11, 2004	HOLCIM		Consultancy
117 Mar. 09, 2004	HOLCIM		Consultancy
118 Mar. 05, 2004	HOLCIM		Consultancy
119 Mar. 04, 2004	HOLCIM		Consultancy
120 Feb. 04, 2004	HOLCIM		Consultancy
121 Mar. 03, 2004	HOLCIM		Consultancy
122 Mar. 02, 2004	HOLCIM		Consultancy
123 Mar. 01, 2004	HOLCIM		Consultancy
124 Mar. 01, 2004	HOLCIM		Consultancy



**Annex 24 (3) OJT Visits to the Companies (Administrative Management Group)  
OJT Consulting Practices**

**1. METALIN S.A.**

- The company manufactures metal furniture to be used in schools and offices and it is a leading manufacturer in Costa Rica
- The company has about 120 employees
- This was the first OJT Consulting Project for the Group since Wada arrived in Costa Rica at the end of August in 2003
- The project was a general diagnostic project which had 3 stages of fact-finding, analysis of collected information, and the formation of recommendations

Date	Activities	Objectives
04/03/28	Initial visit to METALIN	Discussion with management about possible OJT project
03/30	Presenting the paper "Introduction to OJT Practice" to C/Ps	Technology Transfer (TT) Session to C/Ps
04/01	Second visit to METALIN	Confirming with management about the contents of OJT project
04/14	OJT work at METALIN Interviewing the company management	Fact -finding stage of consulting
04/19	Presenting the paper "Diagnostic Chart of METALIN"	T T Session to C/Ps
04/22	OJT work at METALIN Interviewing the company key personnel	Fact-finding stage of consulting
04/28	Discussing with C/Ps about the diagnosis of the company state	TT Session to C/Ps
04/29	OJT work at METALIN Interviewing the company key personnel	Fact-finding & analysis stage of consulting
05/05	Presentation of the paper "Formation of proposals" to C/Ps	TT Session to C/Ps
05/13	OJT work at METALIN Checking some important issues (standard time and costing system)	Formation of proposal stage of consulting
05/20	Discussing with C/Ps about our proposal to the company	TT Session to C/Ps
06/03	OJT work at METALIN Interviewing the management on our proposals	Sounding out our proposal to the management and checking their response
06/08	Preparation of Presentation Materials	Preparing power point presentation in English to be translated into Spanish by C/Ps
06/09	Preparation of Presentation Materials	-same as above-
06/10	Preparation of Presentation Materials	-same as above-
06/23	Presentation to METALIN management	Final stage of consulting work
07/28	Follow-up of our presentation	Meeting with the owner's daughter and discussing about our proposal

## 2. Florida Bebidas S.A.

- The Project was the introduction of TPM which was suggested by the new owner of the company, Heineken
- The Project was mainly handled by the Quality Management Group and the Administrative Management Group assisted in the training of concerned staff on the human side of TPM at the early stage of the Project

Date	Activities	Purpose
04/07/08	Initial visit to Florida Bebidas	Meeting with the company management and discussing about TPM project
07/22	Second visit to Florida Bebidas	Meeting with the company management and Heineken representative from Brazil
05/02/25	Lecture on "Human Side of Japanese Production Management" to staff and managers (3.0 Hrs)	Assisting the Quality Group in the implementation of TPM Project
03/02	Lecture on "Human Side of Japanese Production Management" to staff and managers (3.0 Hrs)	Assisting the Quality Group in the implementation of TPM Project
03/04	Lecture on "Human Side of Japanese Production Management" to staff and managers (3.0 Hrs)	Assisting the Quality Group in the implementation of TPM Project

## 3. DIMMSA S.A.

- The company manufactures metal boxes for the use of public telephones and refrigerators of beer and soft drinks
- The company has about 60 employees
- This was the 2<sup>nd</sup> OJT Consulting Project for the Group
- During the implementation of the project Wada intentionally made the Group members work on their own in the stage of fact-finding, analysis, and formation of recommendations

Date	Activities	Purpose
05/03/02	Initial visit to DIMMSA	Discussing with the management about OJT project
03/08	OJT work at DIMMSA Interviewing the management	For the purpose of fact finding as a first step of the project
03/10	OJT work at DIMMSA Interviewing the management	For the purpose of fact finding as a first step of the project
03/29	OJT work at DIMMSA Interviewing middle managers and staff by C/P	For the purpose of fact finding as a first step of the project
04	OJT work in CEFOF Preparation of presentation materials for the fact-finding and analysis stage by C/Ps	Wada asked all C/Ps to prepare their presentation on their findings and analysis
04/20	OJT work in CEFOF Presentation by C/Ps to Wada on the findings and analysis of DIMMSA	Wada had an opportunity to evaluate each C/P as to how much they have developed
04/22	OJT work in CEFOF Presentation by C/Ps to Wada on the findings	C/Ps also had an opportunity to express their level of

	and analysis of DIMMSA	competence
04/28	OJT work in CEFOF Comments by Wada on the presentations made by C/Ps and his version of findings and analysis	Preparation for the presentation materials to be made by C/Ps
05/19	OJT Work at DIMMSA Interviewing General Manager, Factory Manager, and Finance Manager	Confirming the points which were not clear in analysis
05/30	OJT Work in CEFOF Lecture by Wada on "Diagnosis and Preparation of Recommendations"	Using recent actual cases, Wada explained about the relationship between diagnosis and recommend.
05/31	OJT Work in CEFOF Presentation by individual C/P on diagnosis and recommendations	Making them experience the major steps of consulting projects
06	OJT Work in CEFOF Preparing for the final presentation to the management on diagnostic results and recommendations	Making them experience the steps of summarizing the findings and analysis and forming recommendations
06/30	OJT Work at DIMMSA Final presentation to the management on diagnosis and recommendations	Making them experience the final step of the project, presentation to the management by themselves
08	OJT Work in CEFOF Preparing proposal for the implementation of the recommendations which were made during the previous presentation	Making them experience the final stage of diagnostic project

#### 4. Jones. S.A.

- The company manufactures beds and furniture for special purposes like hospital use
- The company has only 15 employees
- The Project is the 3<sup>rd</sup> OJT Project for the Group and it is still in progress

Date	Activities	Purpose
05/05/03	Initial visit to the company	To explain to the management about OJT consulting project
05/03	OJT work at Jones Interviewing the management and factory tour	For the purpose of fact finding as a first step of the project
08/04	OJT work at Jones Interviewing the company staff	For the purpose of fact finding
09/14	OJT work at Jones Interviewing the management	For the purpose of fact-finding

#### 5. Gozaka S.A.

- The company is one of the leading printing companies in Costa Rica
- It appears that some family member of the owners was not happy about having a consulting project

Date	Activities	Purpose
05/05/05	Initial visit to the company	Discussing with the management



		about OJT project
05/10	OJT Work at GOZAKA Interviewing the management	Interview was discontinued in the middle due to unknown reason
05	The Project was terminated	The Project was discontinued by the company's decision

## 6. Study on 5S in Costa Rica

- This is not really a consulting project, however, to complement the fewness of OJT Projects within the Administrative Management Group Wada decided to include it

Date	Activities	Purpose
05/05/30	Proposal was prepared by Wada on "Study on 5S in Costa Rica"	In order to establish an effective CEFOF policy on 5S, Wada considers a detailed study is needed
05/31	Proposal was accepted by CEFOF management to implement it as an OJT project	Wada explained the reason of proposal and the framework of the study
05/31	Proposal was explained to C/Ps	Wada explained to C/Ps that the study is implemented as an OJT project
06/15-	All the information related to 5S activities by CEFOF were gathered	Fact-finding stage
08	Gathered information was collected and recorded properly	Fact-finding stage
08	The companies implementing 5S were visited and interviewed	Fact-finding stage
08-09	Collected information was analyzed	Analysis stage

## 7. FANAL S.A.

- The company produces liquors with about 200 employees
- The company is owned by the government and monopolizing the production of alcohol-related products
- The Project will be an incentive scheme project

Date	Activities	Purpose
05/02/21	Initial meeting with a Fanal manager and explained about a possible OJT project	In order to make another OJT project for the Group
08/17	The Fanal manager wanted to see us and asked to prepare a proposal for OJT project on the incentive scheme for the factory employees	Explaining the nature of the project to her
08	The proposal for the company was prepared	Preparation of the proposal documents

*M. B.*

## Annex 25 Seminars, Courses and Workshops

### (1) Conducted by Quality Management Group and Expert (From Dec. 2002 to Now) September 19, 2005

No.	Seminar	Place	Date	Attendants	Theme	No. of Slides	C/Ps
*1	Seminar in Panama	Holiday Inn, Hotel & Suite, Panama City, Panama	27/03/03	45	"Quality and Productivity Are Closely Connected Each Other"	41	HR*
*2	Board Members for "Coopervictoria"	Coopervictoria, Grecia	22/05/03	20	"Why Does Company Want to Implement ISO9001?"	6	MA*, HR, LL
3	Staff Members for "Coopervictoria"	Coopervictoria, Grecia	29/07/03	25	"Outline of ISO9001: 2000"	30	HR*
4	Open Seminar	CEFOF, Alajuela	03/10/03	25	"Outline of ISO9001: 2000 International Standard"	46	MA*, HR, LL
*5	1st 5S Convention in Honduras	Club Hondureno Arab, San Pedro Sula, Honduras	30/10/03	140	"Primary Objectives of 5S Activities"	31	JA*
*6			30/10/03	140	"ISO9001 International Standard as Improvement Tools"	27	JA*
*7			30/10/03	140	"Objectives of 5S Activities"	2	JA*
*8	Regional Seminar	CEFOF, Alajuela	17/11/03	50	"How Has the Concept of Quality Changed at Company Activities?"	47	HR*, LL, AM
9	Open Seminar at Regional Seminar	CEFOF, Alajuela	20/11/03	100	"Quality Management Activities in Severe Competitive Global Market for SMEs"	66	HR*, LL, AM
*10	Seminar in El Salvador	Hotel Radisson Plaza, San Salvador, El Salvador	29/01/04	150	"Quality Management Activities at Small and Medium Size Enterprises"	42	HR*
11	Workshop for "PLANTOSA" and "Ingenio La Cabana"	World Trade Center, San Salvador, El Salvador	30/01/04	25	"Maintenance and Improvement of Quality Management System"	16	HR*
12	Workshop for Service Industry	Hotel Villa Serena, San Salvador, El Salvador	31/01/04	20	"Quality Management Activities in Service Sector"	57	HR*
13	Workshop for "Bon Appetite" & "MONELCA"	Fusai Training Center, San Andres, El Salvador	30/03/04	20	"Improvement of Quality Management System Based on ISO9001 International Standard"	39	HR*, AM
14	Workshop at "PLANTOSA"	PLANTOSA, Soyapang, El Salvador	01/04/04	20	"Concept of Kaizen"	24	HR*, AM
15			01/04/04	20	"Productivity Measurement at Companies"	20	AM*, HR
16	Workshop at the Seminar Sponsored by PROCOMER	Hotel San Jose Palacio, San Jose	26/08/04	35	"How to Maintain Competitiveness -- Learning from Japanese Experience"	72	MA*, HR*, LL

No.	Seminar	Place	Date	Attendants	Theme	No. of Slides	C/PS
*17	Technical Evaluation at Banco Popular	Banco Popular, San Jose	30/09/04	10	"Measurement Indicators at Organizations"	6	MA*, HR
*18	Seminar in Tegucigalpa, Honduras	Hotel Clarion, Tegucigalpa, Honduras	07/10/04	150	"Concept of Kaizen (Continuous Improvement)"	32	HR*, MA
*19			07/10/04	150	"Outline of Quality Management"	30	HR*, MA
*20			07/10/04	150	"5S Activities, Basis of Japanese Approach"	15	HR*, MA
*21	Seminar in San Pedro Sula, Honduras	Hotel Copant, San Pedro Sula, Honduras	08/10/04	160	"Concept of Kaizen (Continuous Improvement)" (Same presentation of No.18)	32	HR*, MA
*22			08/10/04	160	"Outline of Quality Management" (Same presentation of No.19)	30	HR*, MA
*23			08/10/04	160	"5S Activities, Basis of Japanese Approach" (Same presentation of No.20)	15	MA*, HR
*24	Regional Seminar	CEFOF, Alajuela	18/11/04	45	"Quality Management Activities at Small and Medium Size Enterprises"	68	HR*, MA, LL
*25			26/11/04	40	"Quality Management System Based on ISO 9001"	60	MA*, HR
26	Training for KONTEIN and ROTOFLEX	ROTOFLEX, Soyapang, El Salvador	19/01/05	25	"5S Activities and TPM"	22	HR*, LL
*27	Seminar in Nicaragua	Hotel Holiday Inn Select Managua, Nicaragua	26/01/05	160	"Outline of Japanese Production and Operations Management--Methods and Their Relationship"	25	HR*
*28			26/01/05	160	"Kaizen--Key to Quality and Productivity Improvement"	28	HR*
*29			27/01/05	150	"How to Improve Quality and Productivity at Small and Medium Size Enterprises in Central America"	25	HR*
30	Training at Florida Bebidas, "Imperial" Project, Phase 1	Florida Bebidas, Belen	11/02/05	35	"Outline of TPM"	44	HR*, LL
31			16/02/05	20	"Outline of TPM" (Same presentation of No.30)	44	MA*
32			18/02/05	30	"Outline of TPM" (Same presentation of No.30)	44	MA*, HR*
33	Training at ROTOFLEX	ROTOFLEX, Soyapang, El Salvador	22/02/05	20	"Overview of TPM"	21	HR*, MA, LL
34			22/02/05	20	"Autonomous Maintenance in TPM"	51	HR*, MA, LL
35	1st 5S Convention in El Salvador	Hotel Radisson Plaza, San Salvador, El Salvador	23/02/05	170	"5S Activities, Basis of Japanese Approach for Quality and Productivity Improvement"	15	MA*, HR, LL
36	Training at MONELCA	MONELCA,	25/02/05	15	"Concept of Kaizen (Continuous Improvement)" (Same	32	MA*, HR

M. 

No.	Seminar	Place	Date	Attendants	Theme	No. of Slides	C/Ps
37	Training at ROTOFLEX	Sapotitan, EL Salvador ROTOFLEX, Soyapang, El Salvador	30/03/05	15	presentation of No.18) "Autonomous Maintenance in TPM" (Continued from No.34)	51	HR*, LL
38			30/03/05	15	"Overall Production Efficiency"	16	HR*, LL
39	Training at KONTEIN	KONTEIN, Soyapang, EL Salvador	31/03/05	15	"Concept of Kaizen " (Same presentation of No.18)	32	HR*
40	Training at Florida Bebidas, "Imperial" Project, Phase 2	Florida Bebidas, Belen	06/04/05	20	"Autonomous Maintenance in TPM" (Same presentation of No.34)	51	HR*, MA, LL
41			08/04/05	30	"Autonomous Maintenance in TPM" (Same presentation of No.34)	51	MA*
42			15/04/05	15	"Autonomous Maintenance in TPM" (Same presentation of No.34)	51	MA*
43			20/04/05	20	"Autonomous Maintenance in TPM" (Continued from No.40)	51	MA*, HR
44			22/04/05	20	"Autonomous Maintenance in TPM" (Continued from No.41)	51	HR*, MA, LL
45			29/04/05	20	"Autonomous Maintenance in TPM" (Continued from No.42)	51	HR*, MA
46	Training at KONTEIN	KONTEIN, Soyapang, EL Salvador	05/05/05	15	"Overview of TPM" (Same presentation of No.33)	21	HR*, LL
+47	INLAC World Quality Forum 2005	World Trade Center, Veracruz, Mexico	24/05/05	700	"Implementation of Japanese Approach for Quality and Productivity Improvement in Central America"	50	HR, LL
48	Training at Rotoflex	ROTOFLEX, Soyapang, El Salvador	13/06/05	10	"Concept of Kaizen " (Same presentation of No.18)	32	HR*, LL
*49	Seminar in Dominican Republic	Meria Santo Domingo Hotel & Casino Santo Domingo Dominican Republic	16/06/05	150	"Quality Management Activities"	28	MA*
*50			17/06/05	150	"ISO 9001 International Standard as a Management Tool"	25	MA*
*51			17/06/05	150	"Kaizen Activities"	19	MA*
*52			17/06/05	150	"Outline of ISO 9001 International Standard"	35	MA*
53	Training at FANAL	FANAL, Grecia	23/06/05	10	"ISO 9001 International Standard"	38	HR*

No.	Seminar	Place	Date	Attendants	Theme	No. of Slides	C/Ps
54	Training at Florida Bebidas, "Imperial" Project, Phase 3	Florida Bebidas, Belen	24/06/05	20	"Quality and Quality Maintenance"	20	HR*
55			24/06/05	20	"Concept of Overall Production Efficiency"	19	HR*, MA
56			01/07/05	20	"Quality and Quality Maintenance" (Same presentation of No.54)	20	HR*
57			01/07/05	20	"Concept of Overall Production Efficiency" (Same presentation of No. 55)	19	HR*
58			05/08/05	20	"Quality and Quality Maintenance" (Same presentation of No.54)	20	HR*
59			05/08/05	20	"Concept of Overall Production Efficiency" (Same presentation of No. 55)	19	HR*
60	Regional 5S Convention in Honduras	Hotel Real InterContinental Tegucigalpa, Honduras	12/08/05	170	"Post-5S Activities at Organizations"	21	HR*, MA
61	Training at Florida Bebidas, "Imperial" Project, Phase 3	Florida Bebidas, Belen	25/08/05	15	"Overview of Kaizen Activities"	37	MA*
62	Training at Rotoflex	ROTOFLEX, Soyapang, El Salvador	01/09/05	10	"Activities Focused on Quality in Broad Sense"	28	HR*, MA, LL
63	Training at KONTEIN	KONTEIN, Soyapang, El Salvador	02/09/05	10	"Activities Focused on Quality in Broad Sense" (Same presentation of No.62)	28	HR*

<Notes>

1. The data are based on the current state on September 19, 2005.

2. The mark \* at the column of "No." shows the charges-free activities. The mark + at the column of "No." shows the charged activity, but CEFOF could not get any charges about it.

3. The table does not include the presentations delivered by the counterparts of NH.

4. HR: Ms. Hazel Rojas, MA: Ms. Mariana Arias, LL: Mr. Luigi Longhi, AM: Mr. Alberto Mantilla, JA: Mr. Jose Arce (Administration Gr.), NH: Dr. Nakamura Hideo, JICA-Expert.

5. Mr. Alberto Mantilla joined the Quality Management Group in the beginning of November 2003 and quit his job in the beginning of August 2004.

6. The mark of \* in the column of C/Ps shows the interpreter from English into Spanish at the presentation. The simultaneous interpreters of INLAC translated the presentation of No.47 from English into Spanish. The PP slides in the Spanish versions were shown on the main screen in each venue.

7. Category and Number of Employees of Companies Concerned: Copevictoria (Coffee & Sugar, 250), PLANTOSA (Coffee, 300), Ingenio La Cabana (Sugar, 225+215), Bon Appetite (Sports Drink, Juice, etc., 580), MONELCA (Steel Fabrication, 160(100)), PROCOMER (The Foreign Trade Corporation of Costa Rica), Banco Popular (Public Bank, 2000), KONTEIN (Plastic Container, 100), ROTOFLEX (Flexible Packing, 250), Florida Bebidas (Beverages, 1,000(90)), FANAL (Liqueur, 220)



## Annex 25 Seminars, Courses and Workshops

### (2)-1 Open Seminar Conducted by Production Management Group and Expert (from May 2001 to Oct. 2003)

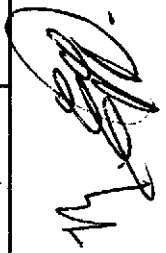
Date	Title	Presenter	Description
May 25, 2001	Outline of Maintenance and Management (Introduction to TPM)	Mr. Takemura	Management & Maintenance - The Type of Maintenance - Work unit and the process of maintenance - Maintenance system from the point of view of equipment - Management of professional maintenance - Management of Autonomous maintenance - What is TPM - Seiso inspection in 5S
June 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
June 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
June 22, 2001	Hoshin Management		What is Hoshing - Examples of Hashing - The structure of Hoshing Management - Management Philosophy - How to map up Hoshing Management - Some points to notice in implementation
June 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)
July 06, 2001	Cost Management	Mr. Takemura	The importance of cost - The structure of cost - What is manufacturing cost - How to reduce cost
July 20, 2001	Lean Production System	Mr. Takemura	Push and Pull Production System - KANBAN System - KANBAN Operation Simulation by Model Plant.
July 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	Speech 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	TCTP Seminar	Mr. Takemura	Lecture: Maintenance 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



## Annex 25 Seminars, Courses and Workshops

### (2)-1 Open Seminar Conducted by Production Management Group and Expert (from May 2001 to Oct. 2003)

Date	Title	Presenter	Description
May20,2002	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.
June14,2002	TPM and Maintenance	Mr. Takemura	Participants: Operators and workers of Bridgestone Firestone Examples of SEISO Inspection in Hungarian Company * 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.
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.
Nov11,2002	Lecture for 3rd CTC	Mr. Takemura & Enrique	Maintenance and TPM
Nov.13	Lecture for 3rd CTC	Mr. Takemura & Mainor	Small companies but with top share in Japan
Dec4.	SEISO Inspection	Mr. Takemura	See 1-2
Mar25-28,2003	Panama seminar	Mr. Takemura	"Practical Technologies for Productivity" 27) "Small companies but with top share in Japan"
May7-9,2003	International Congress 5S	Mr. Takemura	
May20,2003	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.
Jun19,2003	KAIZEN open seminar	Mr. Takemura	Takemura gave lecture and Leandro interpreted. Ronal Leandro was invited as special 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
Jul5,2003	Seminar for Olympic Precision	Mr. Takemura	Takemura and Carlos Leandro gave the lecture on KAIZEN to the 8 participants.
Jul12,2003	Seminar for Olympic Precision	Mr. Takemura	Takemura and Leandro gave a lecture on PAKA-YOKE
Sep18,2003	Total Productive Maintenance		There was computer trouble * Mr. Enrique gave 80% of the lecture * More Goof time balancing of lecture is necessary
Oct13,2003	KAIZEN	Mr. Takemura	Special lecture course on KAIZEN FOR 11 students.



**Annex 25 Seminars, Courses and Workshops (from Nov. 2004 to Sep. 2005)  
(2)-2 Conducted by Production Management Group and Expert**

**Production Management**

1. At all seminars except No.2,3, the presenters were C/Ps (by Spanish). Okamoto has given short comments of each important point in each seminar.
2. All C/Ps have prepared the material of Cell System(= a representative of current production system), but we had no chance to present this presentation.

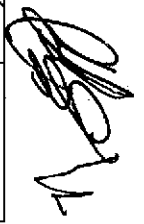
No.	Date	Name of Seminar	Theme	Time	Contents	Presenter		Participants
						A.G.	E.G. M.H.	
1	Nov.	Company : Proquinal	Safety (to operators)	3 h x 2 times	P.P. : Introduction of Safety in the site	1	1	40 + 40 persons (operators and others)
2	Dec.	Regional seminar	5S in the site (Regional seminar)	1.5 h	P.P. : Introduction of 5S and Specific example in the site Doc. : Specific example of 5S in the site	Okamoto		60 persons (Manager & Chief)
3	Jan./05	Company : CKC	5S in the site (to staffs)	3 h	P.P. : Introduction of 5S and Specific example in the site Doc. : Specific example of 5S in the site	Okamoto		12 (Staff)
4	Feb./05	Company : Jockey	TPM (to Factory manager and supervisors)	3 h	P.P. : Introduction of TPM (Autonomous maintenance) in the site	1		40 persons (Factory manager & Operators)
5	Ap./05	Company : Proquinal	5S in the site (to operators)	3 h x 2 times	P.P. : Introduction of 5S and Specific example in the site	1	1	86 + 90 persons (operators and others)
6	May/05		5S and Safety (to operators)	3 h x 2 times	P.P. : Presentation of specific examples in the site by photos	1	1	90 + 90 persons (operators and others)
7	June/05	ASOMETAL Seminar	5S, Safety and Kaizen (to operators)	3 h	P.P. : detailed explanation of 5S, Safety and Kaizen Doc. : Specific example of 5S in the site Doc. : Specific example of Safety in the site	1	1	28 persons (staffs and supervisors)
8	June/05		Safety and Productivity (to operators)	3 h	P.P. : Safety in the site and The relation between safety and productivity Doc. : Specific example of Safety in the site	1		30 persons (Manager & Chief)
9	Sep./05	Company : Proquinal	5S in the site (to operators)	2 h x 2 times	P.P. : 5S in the site to novices of operators	1	1	20 + 20 persons (novices)
10	Sep./05		Safety in the site (to operators)	2 h x 2 times	P.P. : Safety in the site to novices of operators	1	1	20 + 20 persons (novices)
						6	2	6



## Annex 25 Seminars, Courses and Workshops

### (3) List of Lectures/Seminars/Conferences by Wada

Date	Titles	Purpose	Remarks
03/09/09	Recent Trend of Management and Human Resources Management (2.0 Hrs)	In-CEFOF Seminar for all the C/Ps	15 participants including Japanese Experts
09/19	Recent Trend of Management and Human Resources Management (continuation, 4.0 Hrs)	In-CEFOF Seminar for all the C/Ps	15 participants including Japanese Experts
11/13	Japanese Situation in the area of "Productivity Measurement" (1.0 Hrs)	CEFOF's "Open Seminar" on Productivity Measurement	45 participants from various companies
11/18	Japanese Situation in the area of "Productivity Measurement" (1.0 Hrs)	CEFOF "Regional Seminar" on Productivity Measurement	35 participants for the Regional Course
11/20	Motivation (2.0 Hrs)	CEFOF's "Open Seminar" during the "Regional Seminar"	70 participants including 35 from various companies
12/02	Motivation (1.5 Hrs)	"In-company Seminar" in Holcim	12 managerial staff from Holcim
04/01/27	Productivity Development and JICA Involvement (2.0 Hrs)	Regional Seminar in "El Salvador"	150 participants from various companies
01/27	Some Examples of Excellent Japanese SMEs (1.0 Hrs)	Regional Seminar in "El Salvador"	150 participants from various companies
01/28	Major Policies of HRM (2.0 Hrs)	Regional Seminar in "El Salvador"	150 participants from various companies
06/25	Effective Leadership (1.5 Hrs)	"In-company Training" at Panduit	25 supervisors from the company
07/29	Strategic Wage Reform (4.0 Hrs)	CEFOF's "Open Seminar"	35 participants from various companies and C/Ps
08/26	Requirements of Performance Appraisal at CEFOF (1.0 hrs)	CEFOF's Committee Members	5 participants from CEFOF
10/07	Productivity and Quality Improvement - Japanese Approach- (1.5 hrs)	Regional Seminar in "Honduras", Tegsigarpa	150 participants from various companies
10/07	Human Side of Japanese Production Management (1.5 Hrs)	Regional Seminar in "Honduras", Tegsigarpa	150 participants from various companies
10/08	Productivity and Quality Improvement - Japanese Approach- (1.5 Hrs)	Regional Seminar in "Honduras", San Pedroslula	150 participants from various companies
10/08	Human Side of Japanese Production Management (1.5 Hrs)	Regional Seminar in "Honduras", San Pedroslula	150 participants from various companies

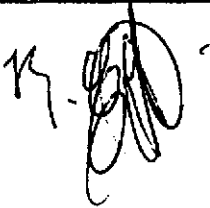


Date	Titles	Purpose	Remarks
11/15	Productivity and Quality Improvement – Japanese Approach- (3.5 Hrs)	CEFOF's "Regional Seminar"	35 participants
11/23	Human Side of Japanese Production Management (3.0 Hrs)	CEFOF's "Regional Seminar"	35 participants
05/01/26	Productivity and Quality Improvements – Japanese Approach- (1.5 Hrs)	Regional Seminar in "Nicaragua"	150 participants from various companies
01/27	Examples of Japanese Excellent SMEs (1.5 Hrs)	Regional Seminar in "Nicaragua"	150 participants from various companies
02/02	Productivity and Quality Improvement – Japanese Approach- (1.5 Hrs)	Seminar at Lima, "Peru"	150 participants from public institutions and companies
02/25	Human Side of Japanese Production Management (3.0 Hrs)	"In-company Seminar" at Florida Bebidas	25 participants
03/02	Human Side of Japanese Production Management (3.0 Hrs)	"In-company Training" at Florida Bebidas	30 participants
03/04	Human Side of Japanese Production Management (3.0 Hrs)	"In-company Training" at Florida Bebidas	35 participants
04/06	Human Side of Japanese Production Management (1.0 Hrs)	"International Conference on HRM" organized by Costa Rica University	80 participants from public institutions and companies
05/24	JICA's Involvement in SME Development and Participation in Market	"JICA-Chile Partnership Program" organized by INPYME in Nicaragua	80 participants from various public institutions in Latin America
06/18	Productivity & Quality Improvement –Japanese Approach-	Regional Seminar in "Dominican Republic"	150 participants from companies including 20 SVs
06/19	Examples of Japanese Excellent SMEs	Regional Seminar in "Dominican Republic"	150 participants from companies including 20 SVs
07/13	Development of Management Consultants in 5S, KAIZEN, TQM	Seminar in Lima, Peru organized by PROMPYME	35 participants of practicing consultants
07/14	Productivity & Quality Improvement –Japanese Approach, Our Experiences in Productivity Development in Latin America, Examples of Japanese Excellent SMEs	Seminar in Lima, Peru organized by PROMPYME	180 participants from various companies and public institutions
08/11	5S and Expected Benefits	"Regional 5S Convention" in Honduras, Tegucigalpa organized by COHCIT, CEFOF, JICA	175 participants from various companies

## Annex 25 Seminars, Courses and Workshops

(4)-1 Open seminars conducted by Productivity Measurement Group

No.	SEMINAR	YEAR	INSTRUCTOR
1	Productivity Measurement	2003	Arlette Jiménez / Maynor Vargas
2	Productivity Measurement (Regional Course)	2003	Arlette Jiménez / Maynor Vargas
3	Stress management	2003	Arlette Jiménez / Maynor Vargas
4	E-commerce	2003	Arlette Jiménez / Maynor Vargas
5	Introduction to Productivity Measurement	2004	Arlette Jiménez / Maynor Vargas
6	Productivity Measurement (Regional Course)	2004	Arlette Jiménez / Maynor Vargas
7	Stress management	2004	Arlette Jiménez / Maynor Vargas
8	Productivity and Quality	2005	Arlette Jiménez
9	Quality Management	2005	Arlette Jiménez
10	Business Management	2005	Arlette Jiménez
11	Production Management	2005	Arlette Jiménez



## Annex 25 Seminars, Courses and Workshops

### (4)- Courses conducted by Productivity Measurement Group

No.	COURSE NAME	YEAR	COMPANY	INSTRUCTOR	Period		Hours
					From	To	
1	5S-GMP	2001	Embutidos Valencia	Arllette Jiménez	14/02	21/02	8
2	5S-GMP	2001	Camino del Sol	Arllette Jiménez	10/02	10/02	4
3	5S-GMP	2001	Panadería Leandro	Arllette Jiménez	22/05	12/06	6
4	5S-GMP	2001	Corpa	Arllette Jiménez	01/06	29/06	5
5	5S-GMP	2001	Camino del Sol	Arllette Jiménez	23/01	29/01	4
6	5S-GMP	2001	Flinter S.A.	Arllette Jiménez	25/01	31/01	4
7	5S-GMP	2001	Flinter S.A.	Arllette Jiménez	12/01	05/02	4
8	5S-GMP	2001	Flinter S.A.	Arllette Jiménez	10/01	15/02	8
9	5S-GMP	2001	Flinter S.A.	Arllette Jiménez	08/01	13/02	2
10	5S-GMP	2001	Flinter S.A.	Arllette Jiménez	09/01	19/01	2
11	5S-GMP	2001	Embutidos Valencia	Arllette Jiménez	06/02	20/02	4
12	5S-GMP	2001	Malavassi	Arllette Jiménez	30/05	27/06	6
13	5S-GMP	2001	Costamex	Arllette Jiménez	30/05	27/06	6
14	5S-GMP	2001	Coprolac	Arllette Jiménez	05/06	03/07	6
15	5S-GMP	2001	Alimentos Naturales	Arllette Jiménez	20/09	20/09	1
16	5S-GMP	2001	Macadamia	Maynor Vargas	15/01	19/01	12
17	5S-GMP	2001	Flinter S.A.	Maynor Vargas	25/01	31/01	4
18	5S-GMP	2001	Flinter S.A.	Maynor Vargas	12/01	05/02	6
19	5S-GMP	2001	Flinter S.A.	Maynor Vargas	10/01	15/02	8
20	5S-GMP	2001	Flinter S.A.	Maynor Vargas	08/01	15/02	6
21	5S-GMP	2001	Flinter S.A.	Maynor Vargas	09/01	19/01	10
22	5S-GMP	2001	Flinter S.A.	Maynor Vargas	06/02	12/02	4
23	5S-GMP	2001	Embutidos Valencia	Maynor Vargas	06/02	20/02	12
24	5S-GMP	2001	Malavassi	Maynor Vargas	30/05	27/06	6
25	5S-GMP	2001	Costamex	Maynor Vargas	30/05	27/06	6
26	5S-GMP	2001	Panadería Leandro	Maynor Vargas	22/05	12/06	6
27	5S-GMP	2001	El Griego	Maynor Vargas	15/05	25/05	12
28	5S-GMP	2001	Coprolac	Maynor Vargas	05/06	03/07	14
29	5S-GMP	2001	Alimentos Naturales	Maynor Vargas	01/06	29/06	18
30	5S-GMP	2001	Alimentos Naturales	Maynor Vargas	20/09	20/09	3
31	Productivity Measurement	2002	Firestone	Arllette Jiménez	20/05	24/05	12
32	5S-GMP	2002	Alimentos Chipps	Maynor Vargas	30/04	04/06	20
33	Productivity Measurement	2003	Firestone	Arllette Jiménez	23/06	27/06	20

**Annex 26 Regional Activities of Quality Management Group (From Dec. 2002 to Now) September 19, 2005 H. Nakamura, Dr. Eng.**

No.	Period	Area	Activities	C/Ps	Remarks
1	March 25 (Tue) - 28 (Fri), 2003	Panama City, Panama	<ol style="list-style-type: none"> <li>1. <u>Lecture at the Official Seminar in Panama (March 26 to 27): "Quality and Productivity are Closely Connected Each Other"</u> (presented by NH)</li> <li>2. <u>Company Visit: "Viveres de Panama"</u> (Group company of Riba Smith). Lecture: "5S Program" (presented by HR).</li> </ol>	HR	-TK, FT & CL jointed us in all of the activities.
2	Oct. 26 (Sun) - 31 (Fri), 2003	San Pedro Sula, Honduras	<ol style="list-style-type: none"> <li>1. <u>Participation in the 1st 5S Convention in Honduras</u></li> <li>2. <u>Lectures at the Convention (October 30): "Primary Objectives of 5S Activities"</u> (presented by NH), "5S Program" (presented by JA) &amp; "ISO 9001 International Standard as Improvement Tools" (presented by NH)</li> <li>3. <u>Company Visits for the Convention: "Empacadora Continental", "Plastico Vanguardia", "Camas y Colchones DINA" &amp; "INMSA-ARGO Intl"</u></li> </ol>	JA	-NH worked with JA, because any of his C/Ps could not join the activities.
3	Jan. 26 (Mon) - Feb. 1 (Sun), 2004	San Salvador, El Salvador	<ol style="list-style-type: none"> <li>1. <u>Lecture at the Official Seminar in El Salvador (January 27 to 28): "Quality Management Activities at Small and Medium Size Enterprises"</u> (presented by NH).</li> <li>2. <u>Company Visits: "MONELCA", "PLANTOSA" and "TOROGOZ"</u></li> <li>3. <u>Workshop about "Maintenance and Improvement of Quality Management Systems"</u> (presented by NH) with "Ingenio La Cabana" &amp; "PLANTOSA"</li> <li>4. <u>Lecture at the Private Seminar: "Quality Management Activities in Service Sector"</u> (presented by NH)</li> </ol>	HR	-WJ, TK, GR, MV, JAG & JA joined us in the official seminar
4	March 29 (Sun) - April 3 (Sat), 2004	San Salvador, El Salvador	<ol style="list-style-type: none"> <li>1. <u>Workshop about "Improvement of Quality Management Systems Based on ISO 9001"</u> (presented by NH) with "MONELCA" &amp; "Bon Appetite"</li> <li>2. <u>Workshop about "Kaizen Activities"</u> (presented by NH) with "PLANTOSA"</li> <li>3. <u>Workshop about "Measurement Indicators at Companies"</u> (presented by NH) with "PLANTOSA"</li> <li>4. <u>Company Visits: "MONELCA", "TOROGOZ", "KONTEIN" &amp; "Bon Appetite"</u></li> </ol>	HR, AM	
5	June 6 (Sat) - 11 (Fri), 2004	San Salvador, El Salvador	<ol style="list-style-type: none"> <li>1. <u>Starting of Consulting Activities &amp; Training at "MONELCA". Lecture: "Introduction to Kaizen"</u> (presented by HR &amp; LL)</li> <li>2. <u>Company Visits: "Rotoflex" &amp; "TOROGOZ"</u></li> </ol>	HR, LL	
6	July 26 (Mon) - 30 (Fri), 2004	San Salvador, El Salvador	<ol style="list-style-type: none"> <li>1. <u>Consulting Activities &amp; Training at "MONELCA". Lecture: "Pareto &amp; Causes-and-Effect Diagrams"</u> (presented by LL)</li> <li>2. <u>Company Visits: "SCAES" &amp; "HealthCo"</u></li> </ol>	HR, LL	
7	Sep. 5 (Sat) - 11 (Sat), 2004	San Salvador, El Salvador	<ol style="list-style-type: none"> <li>1. <u>Consulting Activities &amp; Training at "MONELCA". Lecture: "Problem-solving"</u> (presented by HR)</li> <li>2. <u>Company Visits: "PLANTOSA", "KONTEIN", "Ingenio La Cabana" &amp;</u></li> </ol>	HR, LL	

No.	Period	Area	Activities	C/Ps	Remarks
			<b>"TOROGOZ"</b>		
8	Oct. 3 (Sun) - 9 (Sat), 2004	Tegucigalpa & San Pedro Sula, Honduras	<ol style="list-style-type: none"> <li>1. Participation in the 2nd 5S Convention in Honduras</li> <li>2. Company Visits for the Convention: "INFARMA", "Textiles Rio Lindo", "Caribbean Associates" &amp; "Laboratorio Kamei" (WI &amp; MA: "Lido Pozuelo", "Santos y Cia", "Zamorano Agroindustrial Delikatessen" &amp; "Geoconsult")</li> <li>3. Lectures at the Official Seminar in Tegucigalpa (October 7): "Concept of Kaizen", "Outline of Quality Management", "5S Activities, Basis for Japanese Approach" (presented by NH) &amp; "5S Program" (presented by MA)</li> <li>4. Lectures at the Official Seminar in San Pedro Sula (October 8): "Concept of Kaizen", "Outline of Quality Management", "5S Activities, Basis for Japanese Approach" (presented by NH) &amp; "5S Program" (presented by HR)</li> </ol>	HR, MA	<p>-WI joined us in all of the activities.</p> <p>-In this trip, MA, mostly, served as a C/P of WI.</p> <p>-As for the 2nd 5S Convention activities, we worked in two teams, the NH-HR team &amp; the WI-MA team.</p>
9	Oct 18 (Mon) - 22 (Fri), 2004	San Salvador, El Salvador	<ol style="list-style-type: none"> <li>1. Consulting Activities &amp; Training at "MONELCA". Lecture: "Tree Diagrams (for Decision)" (presented by HR &amp; LL)</li> <li>2. Company Visit: "TOROGOZ". Review of their activities and discussion about the issues.</li> </ol>	HR, LL	
10	Jan. 16 (Sun) - 21 (Fri), 2005	San Salvador, El Salvador	<ol style="list-style-type: none"> <li>1. Consulting Activities &amp; Training at "MONELCA"</li> <li>2. Starting of KONTEIN and Rotoflex Projects: Joint Training with "KONTEIN" &amp; "Rotoflex". Lectures: "5S and TPM" (presented by NH) &amp; "5S Program" (presented by HR &amp; LL)</li> <li>3. Consulting Activities at "KONTEIN"</li> <li>4. Consulting Activities at "Rotoflex"</li> </ol>	HR, LL	
11	Jan. 25 (Tue) - 30 (Sun), 2005	Managua, Nicaragua	<ol style="list-style-type: none"> <li>1. Lectures at the Official Seminar in Nicaragua (January 27 to 28): "Outline of Japanese Production and Operations Management--Methods and Their Relationship", "Kaizen---Key to Quality and Productivity Improvement", "How to Improve Quality and Productivity in Central America" (presented by NH) &amp; "Examples of Kaizen Activities in Central America" (presented by HR).</li> <li>2. Company Visits: "Panaderia Eliett", "Industrias Capri", "Creaciones AMY", &amp; "Burgos Mobiliarios" (Official), "RC Industrias", "Perez" &amp; "Concentrados "El Granjero" (QM Group)</li> </ol>	HR	<p>-WI &amp; JA joined us in the official activities --- (They visited "Panaderia Eliett", "Vino Graduado" and "INDECARGO").</p>
12	Feb. 20 (Sun) - 27 (Sun), 2005	San Salvador, El Salvador	<ol style="list-style-type: none"> <li>1. Participation in the 5S Convention in El Salvador (February 23): "5S Activities, Basis of Japanese Approach for Quality and Productivity Improvement" (presented by NH) &amp; "5S Activities in Central America" (presented by LL)</li> </ol>	HR, MA, LL	<p>-FT joined us in the 5S Convention and the MONELCA project.</p>

No.	Period	Area	Activities	C/Ps	Remarks
			<p>2. Final Consulting Activities &amp; Training at "MONELCA". Lecture: "Concept of Kaizen (Continuous Improvement)" (presented by NH)</p> <p>3. Consulting Activities &amp; Training at "KONTEIN". Lecture: "Introduction to Kaizen" (presented by LL)</p> <p>4. Consulting Activities &amp; Training at "Rotoflex". Lectures: "Overview of TPM" &amp; "Autonomous Maintenance" (presented by NH)</p>		
13	March 29 (Tue) - April 1 (Fri.), 2005	San Salvador, El Salvador	<p>1. Consulting Activities &amp; Training at "Rotoflex". Lectures: "Autonomous Maintenance" (Continued) &amp; "Overall Production Efficiency" (presented by NH)</p> <p>2. Consulting Activities &amp; Training at "KONTEIN". Lecture: "Concept of Kaizen" (presented by NH)</p> <p>3. Company Visit: "TOROGOZ". Review of their activities and discussion about the issues. The TOROGOZ project finished at this visit.</p>	HR, LL	
14	May 3 (Tue) - 6 (Fri.), 2005	San Salvador, El Salvador	<p>1. Consulting Activities &amp; Training at "Rotoflex". Due to the attendance of the main members of Rotoflex at the "International Convention of Flexible Packing Industry", we could not carry out our activities as scheduled.</p> <p>2. Consulting Activities &amp; Training at "KONTEIN". Lecture: "Overview of TPM" focused on "Autonomous Maintenance" and "Overall Production Efficiency" (presented by NH)</p>	HR, LL	-An additional visit to Rotoflex is necessary and it will be taken in this August.
15	May 22 (Sun) - 28 (Sat.), 2005	Veracruz, Mexico	<p>1. Presentation of the Paper under the joint signatures of Hazel Rojas, Mariana Arias, Luigi Longhi and Hideo Nakamura about "Implementation of Japanese Approach for Quality and Productivity Improvement in Central America" on May 24, at "INLAC World Quality Forum 2005" (May 24).</p> <p>2. Participation in "INLAC World Quality Forum 2005" (May 24 to 27).</p>	HR, LL	-MA could not join us for the activities, due to the outrageous decision of the CEFOF management.
16	June 12 (Sun) - 17 (Fri.), 2005	San Salvador, El Salvador	<p>1. Consulting Activities &amp; Training at "Rotoflex". Lecture: "Concept of Kaizen" (presented by NH)</p> <p>2. Consulting Activities &amp; Training at "KONTEIN".</p> <p>3. Preparation for the Regional 5S Convention in Honduras. Company visits to "Ingenio La Cabana", "Villa Serena Hotel", "TOROGOS" and "Rotoflex".</p>	HR, LL	-NH had to fly on June 15 to Santo Domingo, the Dominican Republic, to join the seminar there. - Activity of No.3 was carried out by HR & LL.
17	June 15 (Wed) - 18 (Sat.), 2005	Santo Domingo, The Dominican Republic	<p>1. Lectures at the Official Seminar in the Dominican Republic (June 16 to 17, Santo Domingo): "Quality Management Activities", "ISO 9001 International Standard as a Management Tool", "Kaizen Activities", "Outline of ISO 9001 International Standard" (presented by NH) and "Examples of Kaizen Activities in Central America" (presented</p>	MA	-WI & JA joined us in all of the activities.

No.	Period	Area	Activities	C/Ps	Remarks
18	July 26 (Tue.) - 30 (Sat.), 2005	San Salvador, El Salvador	by (MA) 1. <u>Consulting Activities &amp; Training</u> at "Rotoflex". 2. <u>Consulting Activities &amp; Training</u> at "KONTEIN". 3. <u>Company Visit</u> to "Ingenio La Cabana", with the people of "TOROGOS", "Rotoflex" and "KONTEIN", for the cross-exchange among different industries about 5S activities 4. <u>Company Visits</u> to three companies of Sigma Group ("CORPAK", "IGSAL" and "Specialty Products") for preparing the next two projects starting at the beginning of 2006	HR, LL	
19	August 10 (Wed.) - 13 (Sat.), 2005	Tegucigalpa, Honduras	1. <u>Participation in the Regional 5S Convention in Honduras</u> (Aug. 11 and 12). Fifteen companies' presentations in various sectors and experiences. Three panel discussions including five presenters for each company. Three lectures by COHCIT staff and two JICA-Experts, separately. HR and MA are the masters of ceremony of two panel discussions, respectively. Lecture by NH: "Post-5S Activities at Organizations".	HR, MA	-WI, JA, FT, EB and ED joined us in all of the activities.
20	Aug. 29 (Mon.) - Sep. 3 (Sun.), 2005	San Salvador, El Salvador	1. <u>Final Consulting Activities &amp; Training</u> at "Rotoflex". Lecture: "Activities Focused on Quality in Broad Sense" (by NH) 2. <u>Final Consulting Activities &amp; Training</u> at "KONTEIN". Lecture: "Activities Focused on Quality in Broad Sense" (by NH) 3. <u>Joint Closing Meeting</u> with "KONTEIN" and "Rotoflex" 4. <u>Training of 5S</u> for one group of Small Hotels in El Salvador. 5. <u>Company Visit</u> to "Ingenio La Cabana". Opinion exchanges and discussion about the new project of "Training and Implementation of GMP". 6. <u>Participation in the "Reception for ISO 9001 Certificate at MONELCA"</u>	HR, MA, LL	

<Notes>

1. The data are based on the current state on September 19, 2005.

2. TK: Mr. Takemura Kenji, Former LTE for Production Management, FT: Mr. Fukunaga Tatsuki, LTE for Coordination, WI: Mr. Wada Iwao, LTE for Business Management, NH: Dr. Nakamura Hideo, LTE for Quality Management and EB: Erik Brenes: A Staff of the Project.

3. HR: Ms. Hazel Rojas, Coordinator of Quality Management, MA: Ms. Mariana Arias, Instructor of Quality Management, LL: Mr. Luigi Longhi, Instructor of Quality Management, and AM: Mr. Alberto Mantilla, Former Instructor of Quality Management

4. ED: Eulogio Domingues, Executive Director, GR: Mr. German Rudin, Academic Director, JAG: Mr. Jose Alfred Gonzalez, Coordinator of Production Management, CL: Mr. Carlos Leandro, Former Instructor of Production Management, JA: Mr. Jose Arce, Coordinator of Administrative Management, GA: Mr. Gregorio Arce, Instructor of Administrative Management and MV: Dr. Minor Vargas, Instructor of Production Measurement.



## Annex 27 Regional Course

< Year 2002 > 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

< Year 2003 > 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 Issue	8 hours
7	Japanese focus for the Productivity Measurement	8 hours
S-1	Small but world-known Japanese Companies	2 hours
S-2	Quality Management Activities for the SMEs	6 hours
S-3	New tendencies of Human resources Management	4 hours
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

< Year 2004 > 2004.13.02~2002.11.27 (36 Participants)

Theme		Hours
1	Management for the productivity	6 hour
2	Modern Management Culture	8.5 hours
3	5S for the KAIZEN (= Continuous Improvement)	8 hours
4	Kaizen	4 hours
5	Quality Management Activity for the SMEs.	6 hours
6	Cost Reduction and Environmental Criteria	4 hours
7	Productivity Measurement focusing the Japanese way.	8 hours
8	The Human Side of the Japanese Production Management	4 hours
9	Business Game	15 hours
10	GMP	2 hours
11	Company Visit	8 hours
12	Environment Management System	4 hours
13	Quality Management System (ISO 9000)	4 hours
TOTAL		81.5 hours

## Annex 28 Courses & Seminars by Area

(1) Company Visits by Quality Management Group (From Dec. 2002 to Now): September 19, 2005 H. Nakamura, Dr. Eng.

No.	Company	Category (Employees)	Area	Date	Aims of Company Visits, etc.	C/Ps etc.
1	FANAL	Liqueur (220)	Grecia	15/01/03	Preparation of a Quotation for ISO 9001 Implementation	GR, FA, IC
2	F & F	Wood (160)	Aguas Zarcas	28/01/03	Clarification for Their Request about Kaizen Activities	GR, FA
3	VISPA, Group Riba Smith,	Meat processing & Supermarket (120)	Panama City, Panama	28/03/03	Factory Visit due to Request	HR, TK, FT, CL
4	Coopevictoria	Coffee & Sugar (250)	Grecia	06/05/03	Preparation for the Renewal of a Contract about ISO 9001	HR, MA
5	SEPRESA, Group Constentla	Cleaning Products, Refreshment, etc. (50)	San Jose	09/05/03	Clarification for Their Request about Kaizen Activities	HR, MA, LL
6	Coopevictoria	Coffee & Sugar (250)	Grecia	22/05/03	Explanation about the Importance of ISO 9001 to the Board Members for Their Renewal of the Contract	HR, MA, LL
7	Comeca	Metallic Can (200)	San Jose	18/06/03	Clarification for Their Request about the Training of Quality Control	JA, GA, IC
8	Comeca	Metallic Can (200)	San Jose	24/06/03	Factory Tour for Preparation of a Quotation	JA, GA
9	Empacadora Continental	Meat Processing (200)	San Pedro Sula, Honduras	27/10/03	Evaluation for 5S Activities	JA
10	Plastico Vanguardia	Plastic Container & Packing (100)	San Pedro Sula, Honduras	28/10/03	Evaluation for 5S Activities	JA
11	Camas y Colchones DINA	Mattress (120)	San Pedro Sula, Honduras	28/10/03	Evaluation for 5S Activities	JA
12	INMSA-ARGO INTL	Steel Fabrication (100)	San Pedro Sula, Honduras	29/10/03	Evaluation for 5S Activities	JA
13	Manufactures del Tropico	Chairs (350)	Coloma, Cortes, Honduras	30/10/03	The Courtesy Call	JA
14	Comeca	Metallic Can (200)	San Jose	14/11/03	The Regional Seminar Activity	HR, AM
15	Astek	Fragment Materials (40)	San Jose	14/11/03	The Regional Seminar Activity	JA
16	MONELCA	Steel Fabrication (160)	Sapotitan, El Salvador	29/01/04	Following-up Activities of Regional Seminar	HR
17	PLANTOSA	Coffee (300)	Soyapang, El Salvador	29/01/04	Following-up Activities of Regional Seminar	HR
18	TOGOROZ	Ornamental Articles (200)	San Salvador, El Salvador	29/01/04	Discussion about How to Implement Kaizen	HR
19	Comeca	Metallic Can (200)	San Jose	04/02/04	Clarification for Their Request about the Training of "Line Leaders"	HR, MA
20	TOROGOZ	Ornamental Articles (200)	San Salvador, El Salvador	29/03/04	Factory Tour for Understanding the Processes	HR, AM

No.	Company	Category (Employees)	Area	Date	Aims of Company Visits, etc.	C/Ps etc.
21	MONELCA, Head Office	Steel Fabrication (160)	San Salvador El Salvador	31/03/04	Preparation for a Quotation about Kaizen Activities	HR, AM
22	KONTEIN	Plastic Container (130)	Soyapang, El Salvador	02/04/04	Preparation for a Quotation about Kaizen Activities	HR, AM
23	Bon Appetite	Sports Drink, Juice, etc. (580)	San Andrea, El Salvador	02/04/04	Factory Tour and Some Discussion about Kaizen Activities	HR, AM
24	ROTOFLEX	Flexible Packing (250)	Soyapang, El Salvador	07/06/04	Preparation for a Quotation about Kaizen Activities. Mr. Alvaro (KONTEIN) joined the meeting.	HR, LL
25	Trimpot	Electronic Components (1,000)	Belen	25/06/04	Identification of Their Request for Our Activities.	AM, WI
26	Florida Bebidas	Beer & Beverage (1,000)	Belen	08/07/04	Identification of Their Request for Our Activities.	MA, WL, JA GR
27	PROCOMER	The Foreign Trade Corporation of Costa Rica	San Jose	15/07/04	Clarification of the Presentation at the Seminar for "Metalworking Industry" held on August 26.	AM, GR
28	SEPRESA, Group Constenla	Cleaning Products, Refreshment, etc. (50)	San Jose	21/07/04	Participation in the "SS Contest" at SEPRESA and Discussion about the JICA-CEFOF Activities	HR
29	Florida Bebidas	Beer & Beverage (1,000)	Belen	22/07/04	Explanation of the Quotation in Technical Matters	HR, WL, GR
30	SCAES	Honey (20)	Libertad, El Salvador	29/07/04	By the Request of Mr. Jorge Jhuez (Consultant).	HR, LL
31	HealthCo	Honey, Products Related to Honey. (25)	Quezaltepeque and San Salvador, El Salvador	29/07/04	By the Request of Mr. Jorge Jhuez (Consultant). Discussion about Quality Management System Based on ISO 9001.	HR, LL
32	PROCOMER	The Foreign Trade Corporation of Costa Rica	San Jose	10/08/04	Detailed Discussion about the "Workshop" Held on August 26	HR, MA, GR
33	Banco Popular	Public Bank (2,000)	San Jose	12/08/04	Identification of Their Request for Our Activities. Presentation of the Concept of TQM, and Q&A. Discussion about Their Projects.	HR
34	PLANTOSA	Coffee (300)	Soyapang, El Salvador	08/09/04	Review and Discussion about Their Activities after Our Previous Visit. Discussion about the Future Project of "Kaizen Activities".	HR, LL
35	KONTEIN	Plastic Container (130)	Soyapang, El Salvador	08/09/04	Making Clear the Current Situation of the Contract.	HR, LL
36	Ingenio La Cabana	Sugar (225+215)	La Cabana El Salvador	09/09/04	Review and Discussion about Their Kaizen Activities.	HR, LL
37	INFARMA	Medicine (310)	Tegucigalpa Honduras	04/10/04	2nd SS Convention in Honduras, Tegucigalpa	HR
38	Textiles Rio Lindo	Textile (350)	Tegucigalpa Honduras	05/10/04	2nd SS Convention in Honduras, Tegucigalpa	HR
39	Caribbean Associates	Curtain Parts Assembly (55)	San Matias Honduras	05/10/04	2nd SS Convention in Honduras, Tegucigalpa	HR
40	Laboratorio Karmel	Medicine (65)	Tegucigalpa Honduras	06/10/04	2nd SS Convention in Honduras, Tegucigalpa	HR
41	Florida Bebidas	Beer & Beverage (1,000)	Belen	14/10/04	Final Technical Explanation about the Quotation and Discussion about	MA, WL, GR

No.	Company	Category (Employees)	Area	Date	Aims of Company Visits, etc.	C/Ps etc.
					Starting the Project	
42	Irex de Costa Rica	Detergent (700)	Curridabat	19/11/04	The Regional Seminar Activity	HR
43	Florida Bebidas	Beer & Beverage (1,000)	Belen	07/12/04	Explanation of the Detailed Schedule of the Project	HR, MA
44	Panaderia Eliett	Bakery (51)	Managua, Nicaragua	25/1/05	Official Visit for the Seminar	HR, WI, JA
45	Industrias Capri	Sauces (11)	Managua, Nicaragua	28/1/05	Official Visit for the Seminar	HR
46	Creaciones AMY	Clothing (25)	Managua, Nicaragua	28/1/05	Official Visit for the Seminar	HR
47	Burgos Mobiliarios	Furniture (21)	Managua, Nicaragua	28/1/05	Official Visit for the Seminar	HR
48	RC Industrias	Flexible Packing (11)	Managua, Nicaragua	28/1/05	Prepared by Quality Management Group	HR
49	Perez	Printing (30)	Managua, Nicaragua	28/1/05	Prepared by Quality Management Group	HR
50	Concentrados "El Granjero"	Food for Animals (150)	Masstepe, Nicaragua	29/1/05	Prepared by Quality Management Group	HR
51	Ingenio La Cabana	Sugar (225+215)	La Cabana El Salvador	29/7/05	Cross-exchange among different industries about SS activities. "Rotoflex", "KONTEIN", and "TOROGOS"	HR
52	CORPAK	Paper Bag (400)	Soyapang El Salvador	29/7/05	For the reference of the next project	HR, LL
53	IGSAL	Printing (125)	Soyapang El Salvador	29/7/05	The Courtesy Call	HR, LL
54	Specialty Products	Jewelry Box (410)	Ilopang El Salvador	29/7/05	For the reference of the next project	HR, LL
55	Villa Serena Escalon	Hotel (40)	San Salvador El Salvador	30/08/05	Training of "SS Program" to a group of Small Hotels in El Salvador by NH's counterparts.	HR, MA
56	Ingenio La Cabana	Sugar (225+215)	La Cabana El Salvador	31/08/05	Opinion exchanges and discussion about the new project of "Training and Implementation of GMP", on the request of them.	HR, MA, LL

<Notes>

1. The data are based on the current state on September 19, 2005

2. The table does not include the company visits directly related to the OJT projects and to the presentation activities. As for these company visits, please refer to the table of "Technology Transfer at Quality Management Gr.: OJT Projects" and "Technology Transfer at Quality Management Gr.: Presentation". The table does not include the company visits by NH's counterparts without NH, neither.

3. HR: Ms. Hazel Rojas, MA: Ms. Mariana Arias, LL: Mr. Luigi Longhi, AM: Mr. Alberto Mantilla, NH: Dr. Nakamura Hideo, JICA-Expert

4. Mr. Alberto Mantilla joined the Quality Management Group in the beginning of November 2003 and quit his job in the beginning of August 2004.

5. TK: Mr. Takemura Kenji (Former JICA-Expert, Production Management), FT: Mr. Fukunaga Tatsuaki (JICA-Expert, Coordinator of the Project), WI: Mr. Wada Iwao (JICA-Expert Business Management)


6. GR: Mr. German Rudin (Academic Director), FA: Mr. Felipe Araya (Former Chief, Sales Unit), IC: Ms. Ileana Carin (Sales Unit), CL: Carlos Leandro (Former Instructor of Production Management), JA: Mr. Jose Arce (Coordinator, Business Management), GA: Mr. Gregorio Arce (Instructor, Business Management).

## Annex 28 Course & Seminars by Area (2) Production Management Group

### Production Management

1. At all seminars except No.2,3, the presenters were C/Ps (by Spanish). Okamoto has given short comments of each important point in each seminar.
2. All C/Ps have prepared the material of Cell System(= a representative of current production system), but we had no chance to present this presentation.

No	Date	Name of Seminar	Theme	Time	Contents	Presenter		Participants
						A.G.	E.G. M.H.	
1	Nov.	Company : Proquinal	Safety (to operators)	3 h x 2 times	P.P. : Introduction of Safety in the site	1	1	40 + 40 persons (operators and others)
2	Dec.	Reginald seminar	5S in the site (Regional seminar)	1.5 h	P.P. : Introduction of 5S and Specific example in the site Doc. : Specific example of 5S in the site	Okamoto		60 persons (Manager & Chief)
3	Jan./05	Company : CKC	5S in the site (to staffs)	3 h	P.P. : Introduction of 5S and Specific example in the site Doc. : Specific example of 5S in the site	Okamoto		12 (Staff)
4	Feb./05	Company : Jockey	TPM (to Factory manager and supervisors)	3 h	P.P. : Introduction of TPM (Autonomous maintenance) in the site	1		40 persons (Factory manager & Operators)
5	Ap./05	Company : Proquinal	5S in the site (to operators)	3 h x 2 times	P.P. : Introduction of 5S and Specific example in the site	1	1	86 + 90 persons (operators and others)
6	May/05		5S and Safety (to operators)	3 h x 2 times	P.P. : Presentation of specific examples in the site by photos	1	1	90 + 90 persons (operators and others)
7	June/05		5S, Safety and Kaizen (to operators)	3 h	P.P. : detailed explanation of 5S, Safety and Kaizen Doc. : Specific example of 5S in the site Doc. : Specific example of Safety in the site	1	1	28 persons (staffs and supervisors)
8	June/05	ASOMETAL Seminar	Safety and Productivity (to operators)	3 h	P.P. : Safety in the site and The relation between safety and productivity Doc. : Specific example of Safety in the site	1		30 persons (Manager & Chief)
9	Sep./05	Company : Proquinal	5S in the site (to operators)	2 h x 2 times	P.P. : 5S in the site to novices of operators	1	1	20 + 20 persons (novices)
10	Sep./05		Safety in the site (to operators)	2 h x 2 times	P.P. : Safety in the site to novices of operators	1	1	20 + 20 persons (novices)
						6	2 6	



## 28-3 Courses & Seminars by Area

### (3) Administrative Management Group

#### Technology Transfer Sessions to C/Ps in CEFOF

Date	Titles	Purpose
04/09/04	Expected Technology Transfer from Mr. Wada (2.0 Hrs)	To explain about T.T. and its contents to C/Ps
09/09	Recent Trend of Management	T.T. session to all C/Ps
09/19	Recent Trend of Management (2)	T.T. session to all C/Ps
09/23	General Management and HRM (2.0 Hrs)	T.T. session to C/Ps
09/25	General Management and HRM (continuation, 2.5 Hrs)	T.T. session to C/Ps
09/30	Presentation of CEFOF Wage by C/Ps (2.0 Hrs)	T.T. session to C/Ps
10/02	Introduction to Remuneration (2.0 Hrs)	T.T. session to C/Ps
10/07	Basics of "Wage" Consulting Project (2.0 Hrs)	T.T. session to C/Ps
10/09	Fact Finding on CEFOF's Wage System (2.0 Hrs)	T.T. session to C/Ps
10/16	Fact-finding Practice on Wage Figures (Case Study) (2.0 Hrs)	T.T. session to C/Ps
10/23	Major Differences between Private and Public-sector Wage (2.0 Hrs)	T.T. session to C/Ps
10/28	Composition of Private-sector Wage (2.0 Hrs)	T.T. session to C/Ps
11/04	Introduction to Remuneration System (2)(2.0 Hrs)	T.T. session to C/Ps
11/06	Introduction to Remuneration System (2) (continuation) (2.0 Hrs)	T.T. session to C/Ps
11/24	Introduction to Remuneration System (3) (2.0 Hrs)	T.T. session to C/Ps
11/28	Introduction to Remuneration System (3) (continuation) (2.0 Hrs)	T.T. session to C/Ps
12/04	Variable Wage (2.0 Hrs)	T.T. session to C/Ps
12/09	Actual Examples of Incentive Schemes and Bonus (2.0 Hrs)	T.T. session to C/Ps
12/11	Wage Scale and Survey Results (2.0 Hrs)	T.T. session to C/Ps
12/18	Transition to New Wage System (2.0 Hrs)	T.T. session to C/Ps
04/01/08	Productivity Movement and Productivity Measurement (1.5 Hrs)	T.T. session to Measurement Group
01/13	Performance Appraisal (2.0 Hrs)	T.T. session to C/Ps
01/19	Performance Appraisal (continuation) (2.0 Hrs)	T.T. session to C/Ps
01/10	Productivity Measurement and Wage (2.0 Hra)	T.T. session to Measurement Group
03/25	Current and Future Activities	T.T. session to C/Ps
06/04	Situational Leadership (1.5 Hrs)	T.T. session to C/Ps
05/09/02	Complementary T.T. session (3.0 Hrs)	T.T. session to C/Ps
09/07	Complementary T.T. session (3.0 Hrs)	T.T. session to C/Ps
09/09	Complementary T.T. session (2.0 Hrs)	T.T. session to C/Ps



Annex 29 List of dispatched Japanese Mission

	Dispatched Study Team	Period		Mission of the Team	Members of Mission	
		from	to			
1	Basic Study Team	2000.01.05	2000.01.17	Feasibility Study	Leader	Ms. Kyoko Kuwajima Mr. Tomohisa Omura Mr. Koji Hanawa Mr. Kiyoshi Mizumoto Mr. Kazuteru Kuroda Mr. Akihiro Yoshida
2	Preliminary Study Team	2000.04.02	2000.04.13		Leader	Mr. Tsunenobu Miki Mr. Shuhei Fujiwara Mr. Tsutomu Inoue Mr. Kazuteru Kuroda Mr. Akihiro Yoshida
3	Short Term Study Team	2000.09.20	2000.10.10		Leader	Mr. Kenji Takemura Mr. Shigeru Kitagawa Mr. Tatsuaki Fukunaga
4	Implementation Study Team	2000.11.28	2000.12.10	Signing R/D & M/M	Leader	Mr. Iwao Wada Mr. Shinya Koike Mr. Seiji Mizumoto Mr. Takeshi Fujita Mr. Tatsuaki Fukunaga
5	The Management Consultation	2001.12.11	2001.12.13			Mr. Ken Kubokura
6	Mid-Term Evaluation Team	2003.10.05	2003.10.16	Signing M/M	Leader	Mr. Nobutetsu Enoshita Mr. Naoya Kuchimura Mr. Kaoru Okada
7	Final Evaluation Team	2005.10.05	2005.10.22	Preparation of Joint Evaluation Report and Signing M/M	Leader	Mr. Nobutetsu Enoshita Mr. Naoya Kuchimura Mr. Etsuji Yoshimura Mr. Isao Dojun