

**2021 AOTS Online Training Program [KROP33]**  
**The Executive Program on Corporate Management (EPCM)**  
**- Learning from Successes and Failures of Japanese Management -**

Organized by The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)  
Collaborated by AOTS Alumni Societies

**BACKGROUND**

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development mainly in overseas countries to promote technical cooperation through training, experts dispatch and other programs. Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations among those countries.

"The Executive Program on Corporate Management (EPCM) - Learning from Successes and Failures of Japanese Management – [KROP33]" is designed for executives in developing countries who have overall responsibility for the management of their organizations to deepen their understanding of the management philosophy and principles necessary for leadership and improve their business management skills through discussions with participants and instructors.

**OUTLINE**

From the 1960's to the 1980's, Japanese companies achieved growth that dominated the world and were praised as "Japan as number one", however, after the collapse of the bubble economy, Japanese companies have lost their presence in the global market. Japan has not been able to overcome deflation to date, and both GDP growth and wage growth rates remain at the lowest levels in the world. The pandemic has exposed the fact that the causes of these problems are not limited to the problems of management, but also extend to the problems of national economic policy. On the other hand, in developing countries, there are some companies that have achieved growth and increased their presence, like Japanese companies until the 1980s, but even for these companies, avoiding so-called "Japanification" may be an issue in the future. In addition, while the global spread of the COVID-19 is causing turmoil in the business environment, digitalization is accelerating and the environment surrounding business is undergoing major changes. As business leaders, it is an urgent task for corporate executives to respond quickly and flexibly to these changes in the business environment. In addition, in the COVID-19 pandemic, corporate ethics is becoming more and more important than shareholder capitalism in terms of how a company should behave.

In this training program, participants will discuss the reasons for the growth (1960s to 1980s) and stagnation (the lost 30 years) of Japanese companies from the perspectives of both management and national economic policy, and by reconsidering Japanese management, participants will deepen their understanding of the management philosophy and principles required of corporate executives as leaders. By rethinking the Japanese way of management, we aim to deepen corporate executives' understanding of the management philosophy and principles necessary for leadership, as well as to improve their management skills. In addition, corporate executives will learn about the latest DX marketing in order to respond quickly and flexibly to changes in the business environment. In addition, participants will learn about corporate ethics and how companies should operate in a volatile business environment.

This training is not a one-way lecture by a lecturer, but an active learning method where participants from various backgrounds and an instructor engage in active discussions on subjects provided by the instructor together with real world cases and other reading materials before the class session, so that every participant including the instructor enhances his/her wisdom one step highly toward the end of the class session.

## OBJECTIVES

Participants, who are executives with overall responsibility for organizational management, will brush up their perception about the followings through discussions with participants and instructors.

- 1) Management philosophies and principles that are indispensable for sustainable improvement of the social value of each participant's company.
- 2) Marketing management, covering the basic framework, some cases of marketing strategies in Japan, and DX marketing so as to enable executives to respond quickly and flexibly to changes in the business environment.
- 3) The clear answer to why each participant's company exists under the unstable environment.

## DATE AND TIME

**Day1: Friday, 25 February 2022, 4:00PM-6:30PM (JST)**

**Day2: Tuesday, 1, March 2022, 4:00PM-7:00PM (JST)**

**Day3: Wednesday, 2 March 2022, 4:00PM-7:00PM (JST)**

**Day4: Thursday, 3 March 2022, 4:00PM-7:30PM (JST)**

\*Please check the webinar start time in your country with **[Table 1] TIME DIFFERENCE WITH JAPAN IN THE TARGET ZONE** or ask it to the AOTS Alumni Society in the leaflet.

## TARGET COUNTRIES

\*Please refer to **[Table 2] LIST OF TARGET COUNTRIES** for details.

## NUMBER OF PARTICIPANTS

Maximum 20

## PARTICIPATION REQUIREMENTS

In order to participate in this program, the following conditions must be satisfied.

- 1) Participants should be, in principle, director-level senior executives who have overall responsibility for their organizational management.
- 2) Participants should be, in principle, 30 years old or above with three years or more of business experience.
- 3) Participants should have an advanced English language ability sufficient to be able to actively discuss with the participants and instructors.
- 4) Participants should live and work in target countries. Native Japanese are NOT applicable.
- 5) Participants should belong to either a corporation or an organization.
- 6) Participants should not be armed forces personnel.
- 7) Participants should not be fulltime students.

Notes:

\* Applications from other than Japanese-affiliated companies or local companies that hold local capital, the priority for selection becomes lower.

\* This training is mainly aimed at the people working in the companies/organizations in the private sector. Accordingly, those who belong to national or local government agencies are not eligible to apply.

## TENTATIVE SCHEDULE

\*The following training dates and times are Japan Standard Time.

DATE	CONTENTS & TIME	INSTRUCTOR
[DAY1] 25 Feb. (Fri)	<Pre-session: Course overview> (16:00-18:30) Group discussion (Subject: Japanese management)	Dr. Yahagi
[DAY 2] 1 Mar. (Tue)	<Class discussion> (16:00-19:00) Japanese management revisited -Path to Japan as No. 1 and path to the lost 30 years: Backgrounds -Managerial issues and economic policy issues -Case Study and summary	Dr. Yahagi
[DAY 3] 2 Mar. (Wed)	<Class discussion > (16:00-19:00) Marketing Management -The basic framework -Some cases of marketing strategies in Japan -DX marketing	Dr. Inoue
[DAY 4] 3 Mar. (Thu)	<Class discussion> (16:00-19:30) (1) Corporate ethics -Corporate ethics in the COVID-19 pandemic -Case study (2) Summary	(1) Dr. Umezu (2) Dr. Yahagi

**\*\* Participants are required to read the materials distributed in advance and think about their own answers to the questions in order to be able to start discussion immediately once an instructor opens a class session.**

## INSTRUCTORS

### Dr. Tsuneo YAHAGI, Ph.D

Professor Emeritus, Keio University



Dr. Yahagi graduated from Keio University (BS). After working at Mitsubishi Corporation, he went to Stanford University, where he obtained an MBA (with Distinction), and Ph.D (AACSB Most Excellent Ph.D. Thesis Award in management of the year). He has established and managed his own venture businesses as well as ran small and medium sized enterprises. He joined the Graduate School of Business of Keio University as an associate professor. He became Mitsubishi Chaired professor and also served as Dean of the Graduate School of Business before becoming Executive Vice President of Keio University. He has served as an advisor to many governmental agencies and private companies both in Japan and the United States. He has served a bank and several companies listed on Tokyo Stock Exchange as outside board members. He has been the program director of EPCM since its first session in 1983. He has published many books and articles.



**Dr. Akihiro INOUE, Ph.D**

Professor, Graduate School of Business Administration, Keio University

Dr. Inoue graduated from the Faculty of Commerce, Kwansai Gakuin University in 1987, completed the master's program at the Graduate School of Commerce at the same university in 1989, and obtained Ph.D at University of California, Los Angeles. After working as a full-time lecturer, assistant professor, and professor at the Faculty of Commerce, Kwansai Gakuin University, he has been in his current position since 2006. His specialty is marketing. He has published many books and articles.



**Dr. Mitsuhiro UMEZU, Ph.D**

Professor, Faculty of Business and Commerce, Keio University

Lecturer, Graduate School of Business Administration, Hitotsubashi University

Dr. Umezu graduated from the Faculty of Letters, Keio University, and received his Ph. D. in Philosophy from Loyola University Chicago. During the 12 years he lived in the U.S., he taught at the University of Illinois, Loyola University Chicago, and Northwestern University, and provided business ethics consultation to American companies, mainly in Chicago. After working as a full-time lecturer and associate professor at Keio University, he was appointed to his current position. He has published many books and articles.

He was a former President of the Japanese Society for Business Ethics.

**LANGUAGE**

The online class sessions will be conducted in **English**. The learning materials will also be in **English**.

**PARTICIPATION FEE**

**180 USD** This program will be implemented with the subsidy from the Japanese Government.

**HOW TO APPLY**

Contact the AOTS Alumni Society nearby and send the completed application form by email to the person in charge of the Society by the application deadline. After the deadline, AOTS will screen the applicants and select the participants, who will be notified from the AOTS Alumni Society by email. Please make sure to pay the participation fee to the AOTS Alumni Society by the designated deadline. If the participation fee will not be paid by the webinar day, the eligibility for participation will be cancelled.

If no AOTS Alumni Society exists in an applicant's country (region), please apply through the AOTS Alumni Society in the nearest area.

For the list of AOTS Alumni Societies, please visit

<https://www.aots.jp/en/alumni/about/>

**APPLICATION DEADLINE**

**Friday 28 January 2022 (Japan Standard Time)**

\*After the deadline, the applicants will be notified as to whether you are accepted or not by e-mail from the Alumni Society in your area.

## ONLINE TOOL

### Zoom Meetings

- \* When selected as a participant, the participant will receive an invitation email. Please register for the meeting by clicking on the link in the email. Please make sure with your company IT administrator that your company network allows the use of ZOOM if you use your company/organization's PC. A private PC with a global e-mail address such as Gmail, Hotmail or Yahoo mail for ZOOM connection purposes is welcome.
- \*After registration, a registrant will receive another email including the URL for the meeting. To participate in the meeting, just click the link.
- \*Invitation emails will be sent to all the approved participants. If a participant does not receive emails, please contact AOTS Alumni Society/Association he/she applied for.
- \*Participants are requested to install the application of Zoom Meetings in his/her PC or smartphone beforehand for smooth participation in the meeting. Be sure to check the version of the app and keep it in the latest version. You can test a video meeting from your device: <http://zoom.us/test>
- \*Be ready to use your microphone, webcam, etc. for discussion during the program.

## NOTES

- ◇ **Participants are requested to read the materials distributed in advance and think about their own answers to the questions in order to be able to start discussion immediately on the day of the training.**
- ◇ **Participants are requested to participate in all 4 webinars.**
- ◇ An AOTS course completion certificate will be awarded to participants who have satisfied the AOTS criteria.
- ◇ During the program all the participants are requested to turn on the video.
- ◇ Use one device such as PC/tablet each participant.
- ◇ Attending the webinar in a group is not admitted.
- ◇ Personal information provided by the participants may be used to publicize other AOTS Training Programs and conduct questionnaire surveys based on consent of the participants.
- ◇ Participants shall not reproduce, distribute, or alternate the lecture materials or film the webinar without prior permission from AOTS. Participants are asked to make a pledge not to commit any violation.
- ◇ In the event of an unavoidable accident (war, riot, labor dispute, earthquake, storm, fire, flood, epidemic, etc.) or network / equipment trouble, AOTS may cancel the implementation of the online seminar.
- ◇ Do not transfer the seminar connection information (meeting link/number/password) given to the participants, to others without permission.
- ◇ AOTS will not be held responsible if it becomes difficult for participants to participate in or continue to participate in the online seminar due to an unavoidable accident or network/equipment trouble.

## INQUIRY

The Association for Overseas Technical Cooperation and Sustainable Partnership [AOTS]  
Overseas Cooperation Group  
30-1, Senju Azuma 1-chome, Adachi-ku, Tokyo 120-8534, JAPAN  
Tel : 03-3888-8256      Fax : 03-3888-8242      E-mail: [webinar-kaikyo@aots.jp](mailto:webinar-kaikyo@aots.jp)

**[Table 1] TIME DIFFERENCE WITH JAPAN IN THE TARGET ZONE**

(Only countries with AOTS Alumni Societies are listed.)

Country (Region)	Time difference with JST ( ) indicates the time difference during daylight savings time.
Mongolia (Ulaanbaatar)	JST - 01:00
Malaysia	JST - 01:00
Philippines	JST - 01:00
Cambodia	JST - 02:00
Indonesia (Jakarta)	JST - 02:00
Thailand	JST - 02:00
Viet Nam	JST - 02:00
Myanmar	JST - 02:30
Bangladesh	JST - 03:00
Nepal	JST - 03:15
India	JST - 03:30
Sri Lanka	JST - 03:30
Pakistan	JST - 04:00
Iran	JST - 05:30 (JST- 4:30)
Georgia	JST - 05:00
Tanzania	JST - 06:00
Ethiopia	JST - 06:00
Kenya	JST - 06:00
Sudan	JST - 06:00
Turkey	JST - 06:00
Egypt	JST - 07:00
Zambia	JST - 07:00
South Africa	JST - 07:00
North Macedonia	JST - 08:00 (JST - 07:00)
Cameroon	JST - 08:00
Nigeria	JST - 08:00
Ghana	JST - 09:00
Argentina	JST - 12:00
Brazil (Sao Paulo, Rio de Janeiro)	JST - 12:00 (JST - 11:00)
Bolivia	JST - 13:00
Paraguay	JST - 13:00 (JST - 12:00)
Venezuela	JST - 13:00
Peru	JST - 14:00
Mexico (Mexico City, Monterrey)	JST - 15:00 (JST - 14:00)

**[Table 2] LIST OF TARGET COUNTRIES**

Applicants should be residing in the following countries.

<b>Asia (24)</b>	<b>Oceania (15)</b>	<b>Middle East (8)</b>	<b>Europe (10)</b>
Afghanistan	Fiji	Armenia	Albania
Bangladesh	Kiribati	Azerbaijan	Belarus
Bhutan	Marshall Islands	Georgia	Bosnia and Herzegovina
Cambodia	Micronesia	Iraq	Kosovo
India	Nauru	Jordan	Moldova
Indonesia	Niue	Lebanon	Montenegro
Iran*	Palau	Syrian Arab Republic	North Macedonia
Kazakhstan	Papua New Guinea	Yemen	Serbia
Kyrgyzstan	Samoa		Turkey
Laos	Solomon Islands		Ukraine
Malaysia	Tokelau		
Maldives	Tonga		
Mongolia	Tuvalu		
Myanmar	Vanuatu		
Nepal	Wallis and Futuna		
Pakistan			
Philippines			
Sri Lanka			
Tajikistan			
Thailand			
Timor-Leste			
Turkmenistan			
Uzbekistan			
Viet Nam			

Africa (54)		Latin America (28)	
Algeria	Liberia	Antigua and Barbuda	Guyana
Angola	Libya	Argentina	Haiti
Benin	Madagascar	Belize	Honduras
Botswana	Malawi	Bolivia	Jamaica
Burkina Faso	Mali	Brazil	Mexico
Burundi	Mauritania	Colombia	Montserrat
Cabo Verde	Mauritius	Costa Rica	Nicaragua
Cameroon	Morocco	Cuba	Panama
Central African Rep.	Mozambique	Dominica	Paraguay
Chad	Namibia	Dominican Republic	Peru
Comoros	Niger	Ecuador	St. Lucia
Congo	Nigeria	El Salvador	St. Vincent and Grenadines
Congo, Dem. Rep.	Rwanda	Grenada	Suriname
Côte d'Ivoire	Sao Tome and Principe	Guatemala	Venezuela
Djibouti	Senegal		
Egypt	Sierra Leone		
Equatorial Guinea	Somalia		
Eritrea	South Africa		
Eswatini	South Sudan		
Ethiopia	St. Helena		
Gabon	Sudan		
Gambia	Tanzania		
Ghana	Togo		
Guinea	Tunisia		
Guinea-Bissau	Uganda		
Kenya	Zambia		
Lesotho	Zimbabwe		

\*Iran is a member of South Asia Federation of AOTS Alumni Societies (SAFAAS) and is classified as Asia not Middle East.

If no AOTS Alumni Society exists in your country (region), please apply through the AOTS Alumni Society in your nearest area.

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