



The Program on Corporate Management for Customer Value Creation [CCVC]

Course Benefits

Through this program, participants will acquire the following knowledge and skills, enabling them to practice customer value creation in their own corporate management.

- (1) To understand what “Customer Value Creation” means within your company or organization.
- (2) To learn various approaches and methodologies and explore concrete ways to create customer value.
- (3) To learn how to create concrete customer value by creating an action plan after returning home.

■ **DATE: 25 February – 10 March 2026 (2 Weeks)**

■ **VENUE: AOTS Kansai Kenshu Center (Osaka, Japan)**

■ **TARGET PARTICIPANTS: Owners, Executives or Senior managers who are responsible for organizational management**

■ **FEE: This program is partly subsidized by Japanese government. Please see [Program Outline](#) for details.**

Application Deadline: 18 November 2025 (Tue.)

Contact Information

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Contents

This program is designed primarily for small and medium-sized companies, making it suitable for those who belong to such companies.

[Step 1] Participants learn fundamental concepts about creating customer value. They gain an understanding of Purpose, Mission, Vision, and Values (PMVV)—key elements for a company to consistently create customer value—and then examine and reconstruct their own company's PMVV.

[Step 2] Participants experience a training game using cards to simulate corporate management. Through this experience, they learn to grasp the entirety of corporate management as business leaders, develop strategic thinking, unleash creativity, build teams, and demonstrate initiative.

[Step 3] Participants learn fundamental concepts for developing management strategies to realize the vision—the more concrete management goal within the PMVV framework—and acquire practical processes for customer value creation. They also study frameworks like the Business Model Canvas (BMC) and Value Proposition Canvas (VPC) for translating competitive strategy into concrete business models. Through exercises creating BMCs and VPCs using Japanese company case studies, they master these tools for practical application.

[Step 4] Participants learn the fundamental concepts and practical application of “effectuation,” a new approach to decision-making and value creation in highly uncertain environments, essential for leadership. They also study the theory and practice of “design thinking,” a process for deeply understanding customers' essential needs and creating valuable solutions based on them.

[Step 5] Participants will create and present a concrete action plan for implementation. This plan will outline how they will apply the knowledge and practical methods for customer value creation gained in this course to deepen existing business or explore new ventures within their own companies after returning home.

Schedule (Tentative)

***All lectures/visits will be conducted in English.**

Date	Morning	Afternoon
25 Feb (Wed)	Orientation / Opening Ceremony	Lecture: Customer Value Creation Based on Corporate Philosophy – Overview
26 Feb (Thu)	Exercise: Experience a Card-Based Business Management Simulation Game	
27 Feb (Fri)	Lecture: Purpose, Mission, Vision, Values (PMVV) and Customer Value Creation	Lecture: Formulating Management Vision
28 Feb (Sat)	Day off	
1 Mar (Sun)	Day off	
2 Mar (Mon)	Visit: Case of PMVV and Customer Value Creation	Lecture: Business Strategy I Current Situation Analysis and Action Plans for Realizing Vision
3 Mar (Tue)	Lecture: Business Strategy II Learning Business Frameworks: Business Model Canvas (BMC), Value Proposition Canvas (VPC), etc.	
4 Mar (Wed)	Visit: Case of Customer Value Creation Management (1)	Exercise: Business Framework Workshop (1) Create BMC and VPC for the companies visited in the morning
5 Mar (Thu)	Visit: Case of Customer Value Creation Management (2)	Exercise: Business Framework Workshop (2) Create BMC and VPC for the companies visited in the morning
6 Mar (Fri)	Lecture: Effectuation Action Principles for Business Leaders to Master	Lecture: Design Thinking A methodology for creating new products and services
7 Mar (Sat)	Day off	
8 Mar (Sun)	Day off	
9 Mar (Mon)	Business Plan Presentation (Within Group)	Visit: Case of Customer Value Creation Management (3)
10 Mar (Tue)	Business Plan Presentation (Overall)	Closing Ceremony

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