

**Key Benefits**

- (1) Deepen the participants' understanding of the competitive edge of Japanese manufacturing companies, the concept of Japanese companies' *Monozukuri*, the external environmental changes in Japanese manufacturing industry, and the social responsibility required of a company.
- (2) Deepen their understanding of corporate strategy building and its management approach in integrated environmental business management, which enables companies to increase their profits.
- (3) Be able to formulate an action plan to introduce environmental management approaches to their companies, so that they can increase profits and enhance the competitive advantage at their companies.

**Target Participants**

Owners or directors in manufacturing companies in all countries except for Japan.

\*Managers who are responsible for overall organizational management in manufacturing companies may also be accepted.

**Language**

All lectures, discussions, company visits and exercises will be conducted in English or Japanese with translation into English.

**Course Features and Contents**

[Preparatory Step]

Participants will prepare for their presentations on the final day by referring to the descriptions of the "Pre-training Report (1) and (2)" (e.g., your company's present situation, challenges, problems, and *Kaizen* numerical targets). Participants thus need to set numerical targets such as environmental burden, etc., and prepare to bring the data and other information used as the basis for such numerical targets, before coming to Japan.

[First Step]

Participants will first examine the current situation of Japanese manufacturing industries and its historical shift. Then, they will learn the current external environmental changes and social responsibility that Japanese manufacturing industry faces.

[Second Step]

Participants will come to understand company's approach toward environmental burden reduction and its relationship with profit-generation. They will study how to integrate corporate management and environment responses through the case examples of energy and resource saving activities by Japanese companies and the concept of Material Flow Cost Accounting (MFCA), one of the environmental management accounting tools. Then, they will learn the overall corporate management strategy that leads to enhancement of competitive advantage at their companies.

[Third Step]

Participants will review the business condition at their companies, and clarify the strengths, weaknesses, opportunities, and threats in their external environment. Then, they will formulate a concrete action plan of how they will integrate the management approaches they learned into their companies and how they will increase their competitive edge, and make a presentation on the final day.

**Program Director**

Mr. Hiroshi Tachikawa  
 Managing Director of Propharm Japan Co., Ltd.;  
 ISO TC207 WG8 (MFCA) Japanese representative Expert/Assistant Secretary;  
 Secretary General of MFCA Forum Japan

Specialized in sustainable strategy consulting for the environment and society, environmental risk management, and Material Flow Cost Accounting, Mr. Tachikawa provides consulting and advisory services for many Japanese and foreign companies in wide-ranging industries from manufacturers to service industries. He is also a member of "Material Flow Cost Accounting Committee for Introduction, Demonstration and Local Management" entrusted by the Japanese Ministry of Economy, Trade and Industry, and contributed to the international standardization of Material Flow Cost Accounting (ISO 14051; and ISO 14052).

**Tentative Schedule of  
The Corporate Management Program on Energy & Resource Saving  
[CMPE]  
~ To become a profit-generating company ~**

Date	Morning Session	Afternoon Session
7/3 (Mon.)	Opening Ceremony / Orientation	LECTURE: The Current Situation of Manufacturing Industries and Corporate Social Responsibility in Japan
7/4 (Tue.)	LECTURE & EXERCISE: Integrated Environmental Business Management that Enables Profit Generation (1) -Integrated environmental business management as one of the corporate strategies	
7/5 (Wed.)	LECTURE & EXERCISE: Concrete Ideas and Practical Methods of MFCA (1) -Purpose and Characteristics of MFCA, Comparison with the existing environmental management tools	COMPANY VISIT: Case Example of Integrated Environmental Business Management Practiced by a Japanese Company
7/6 (Thu.)	LECTURE & EXERCISE: Concrete Ideas and Practical Methods of MFCA (2) -Steps to set up MFCA, and its critical points, Effects of MFCA, and various types of calculation methods in MFCA	
7/7 (Fri.)	LECTURE & EXERCISE: Practical Case Example of MFCA -Method to deploy MFCA within a company	
7/8 (Sat.)	Days off	
7/9 (Sun.)		
7/10 (Mon.)	Study Tour	COMPANY VISIT: Case Example of Integrated Environmental Business Management Practiced by a Japanese Company
7/11 (Tue.)		COMPANY VISIT: Case Example of Energy Saving Activities and their Management Strategy
7/12 (Wed.)		COMPANY VISIT: Case Example of Energy Saving Activities and their Management Strategy
7/13 (Thu.)	LECTURE & EXERCISE: Integrated Environmental Business Management that Enables Profit Generation (2) -Case example of Japanese companies practicing integrated environmental business management (energy saving) -Setting method of KPI at participants' companies, etc.	
7/14 (Fri.)	Final Report Presentation	Closing Ceremony

*— Part of the participation expenses will be covered by subsidy from the Japanese government —*

*Visit [http://www.hidajapan.or.jp/jp/ikusei/management/files/17cmpe\\_e.pdf](http://www.hidajapan.or.jp/jp/ikusei/management/files/17cmpe_e.pdf) for the Program Outline and Participation Requirement*

**Application Deadline: 19 May 2017 (Fri.)**