



EU-Japan Centre for Industrial Cooperation

Open call for tender to outsource the
“study to assess the impact of the WCM training courses on the competitiveness of manufacturing industries in the EU”

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A) Preliminary remarks

- (1) The "Centre" refers to the EU-Japan Centre for Industrial Cooperation;
- (2) The "service provider" refers to the outside organization - legally independent from the EU-Japan Centre for Industrial Cooperation - whose services are requested by the EU-Japan Centre for Industrial Cooperation under the framework of this tender;
- (3) "WCM" refers to World Class Manufacturing;
- (4) "alumnus" or "alumni" refers specifically to past participants (individuals) of the WCM training courses arranged by the Centre (for more details about WCM, refer to <http://www.eu-japan.eu/global/business-training/world-class-manufacturing.html>);
- (5) "SME" refers to "Small and Medium Enterprise" according to the definition provided by the European Commission (refer to: http://ec.europa.eu/enterprise/enterprise_policy/sme_definition/index_en.htm);
- (6) This proposal has 10 numbered pages;

B) Purpose of this tender contract

The aim of this assessment study is to evaluate the impact of the long standing WCM training courses organized by the Centre on the competitiveness of the European Manufacturing Industry. Another objective of the study is to provide the Centre with a comprehensive understanding of the relevance and effectiveness of the WCM course and provide possible recommendations which will be used by the Centre to improve course design and resource allocation in the future.

Short courses, aimed at helping European managers learn about Japanese manufacturing and production principles, were organized back in 1992 under the name "Lean Production & Kaizen Missions", then, from 1994 to 1996, changed to "Kaizen & Production Management in Japan Missions" and finally changed to "Challenge towards World Class Manufacturing" since 1997. The EU-Japan Centre currently organizes 2 to 3 such short courses per year.

The output of the assessment shall be in the form of a report indicating key findings based on interviews and surveys made directly with a sample of past course participants from all courses launched since 1992. The assessment resulting from the interviews must be done in the context of existing, recognized and published reference material which ranks the relative competitiveness of EU manufacturing compared to other manufacturing economies in the world over the past 10 to 15 years.

C) Conditions for submitting proposals to this tender

Interested parties are required to submit a written proposal to the call for tender to outsource the “study to assess the impact of the WCM training courses on the competitiveness of manufacturing industries in the EU”. To be valid, all written proposals must arrive at the Centre by e-mail, fax or post no later than

Friday 18 December 2009, 17h30 Tokyo Local time

Contact:

Attn: Section for Business Training Programmes
EU-Japan Centre for Industrial Cooperation

Address: Round Cross Ichibancho 4F, 13-3 Ichibancho, Chiyoda-ku, Tokyo 〒102-0082

Email: topical@eu-japan.gr.jp Tel: +81 3 3221 6161 Fax: +81 3 3221 6226

Important notes:

(1) Size limitation on e-mail attachments: all files and proposals attached by e-mail must be smaller than 3 Mega Bytes in total cumulative size (obtained by adding the sizes of all file attachments) – contact the Centre beforehand if you plan to send files with total cumulative size exceeding 3 Mega Bytes.

(2) Acknowledgment of receipt: all submitted proposals will be returned by an acknowledgement of receipt from the Centre for validation purposes. All applicants who have sent their proposals by e-mail must promptly confirm their sending by calling the Centre at +81 3 3221 6161 (attn: Mr Motohiro KITA).

D) Context of the assessment

WCM is a series of short training courses which have been planned, organized and implemented by the Centre for the last 15 years to help EU companies acquire a practical understanding of the Japanese manufacturing philosophy and production optimization principles. Each WCM course has provided -and continues to provide- a good opportunity for participating EU companies to visit some of the world’s most advanced factories, to talk directly with senior Japanese production engineering managers, to learn from and to observe how manufacturing optimization methods are implemented in Japan.

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WCM, which is tailor-made according to participants' needs, is composed of lectures, seminars, panel discussions and manufacturing plant visits. The current typical course takes place in Japan and the EU, lasts 5 full days for a group of maximum 25 participants who are selected among from a variety of manufacturing industries. All participants must be EU citizens involved in production engineering and / or production management.

The Centre covers all costs directly related to the WCM course for SMEs, i.e. lectures and seminars, group study trips and travel between plant visits. In addition, selected SME-related participants receive a daily allowance from the European Commission. Participants' companies are expected to cover participants' travel costs to and from Japan as well as daily living expenses during the course, including accommodation. Participants from non-SME companies pay a tuition fee for attending the course (typically 1000 Euro per participant).

As of today, a total of 26 WCM courses have been organized in Japan and in the EU, with over 450 alumni participants from EU companies. The Centre has so far organized 2 to 3 WCM courses per year.

E) Description of services to be rendered

The assessment should be carried out among a representative sample of WCM alumni and sponsoring companies in the EU. When determining the sample and the number of interviews to conduct, attention should be paid to:

Choosing a representative sample which takes into account the different generations of alumni since the start of the course;

Choosing a sample, which comprises a realistic mix of SMEs and large companies from different EU member countries (as relevantly proportional mix as possible) and different sectors including services.

For each interview, the service producer shall try to assess the relevance of the WCM course, its effectiveness in improving the manufacturing competitiveness of the alumni's company within the industry and some measure of the cost-effectiveness of the WCM course in relation to a quantified measure of output gained by the alumni's participating company. To do so, interviews should provide answers to the points below, under (I) and (II):

(I) Conduct a comprehensive survey on all alumni to assess the following:

In terms of impact assessment:

a) identify the (positive) quantitative impacts of the WCM training courses on the performance of each alumni's direct business unit, for which they are responsible in the EU;

in this assignment, the service provider shall assess:

- 1) the scale and scope of improvements in the business unit gained as a result of attending the WCM training course (from the time of attendance up to the time of the survey);
- 2) the length of time to achieving a positive impact after participation in the WCM training course;
- 3) the influence of any follow up activity organized by the Centre after the WCM course on the positive performance of the alumnus's business unit;
- 4) the influence of any follow up activity organized between different alumni after the WCM course participation (without the Centre's participation) on the positive performance of the alumnus's business unit ;
- 5) which parts of the WCM training course were considered most beneficial for the alumnus when returning to his/her business unit;
- 6) which parts of the WCM training course were considered least beneficial for the alumnus when returning to his/her business unit;

b) identify the (positive) quantitative impacts of the WCM training courses on the competitiveness of each alumni's firms in the EU and/or globally;

in this assignment, the service provider shall assess:

- 1) how the knowledge gained through the WCM training course was successfully transmitted and acted upon at different levels of the alumnus's firm: same team, same division, different factories in the same group in the EU, all factories across the world belonging to the firm, impact on the manufacturing process of the alumnus's supply chain and customers, etc..
- 2) the magnitude of impact to the alumnus's firm's bottom line (and other possible important performance indicators, such as stock price, ROA, etc.), in the context of the competitive environment and the changing economic conditions during and 5 years after participation in the WCM training course;
- 3) the influence of any follow up activity organized by the Centre after the WCM course on the positive performance of the alumnus's firm;
- 4) the influence of any follow up activity organized between different alumni after the WCM course participation (without the Centre's participation) on the positive performance of the alumnus's firm;

c) document the positive qualitative impacts of the WCM training courses on each alumni's direct business unit, for which they are responsible in the EU;

1) success stories of the business unit within the firm, career improvement for the alumnus within the business unit, etc.;

d) document the positive qualitative impacts of the WCM training courses on the

competitiveness of each alumni's firms in the EU and/or globally;

1) success stories of the firm within the industry, and within the EU economy at large and any other measure of success which is visible and relevant in the framework of the topics addressed by the WCM course;

Notes:

(1) For all the 4 assignment points above a), b), c) and d), the service provider is encouraged to make use of existing standard measures of impact assessment and competitiveness benchmarks used in similar studies by organizations such as the European Commission (EU competitiveness reports), the UNCTAD, the OECD, etc.).

(2) Furthermore, the impact of WCM should be quantified over time, and help answer the following other questions:

- Did participation to the WCM course bring a sustained impact on the participating company's business or did it only generate a short-term and temporary effect?
- Did participation to the WCM course help in any way generate business in the EU, Japan or Asia or in any other country?
- Did some participating companies shutdown their operations in the EU after having sent participants to the WCM Course? If so, why?
- Did other results arise from the participation in the WCM course?

(II) Document a series of success stories based on interview with the alumni:

1) use appropriate statistical methods to present the quantitative data from the assignment "(I) Conduct a comprehensive survey on all alumni to assess the following:" in a manner which illustrates:

- positive impacts brought by the application of Japanese production improvement techniques in the EU on the improvements of the competitiveness of EU manufacturing industries in the last 20 years;
- in particular, what are the improvements of the competitiveness of EU firms whose managers took part in the Centre's WCM training course;
- what role do Japanese production improvement techniques play on the improvements of the competitiveness of EU manufacturing firms;
- in particular, what role does the WCM training course play on the improvements of the competitiveness of EU manufacturing firms;

2) gather testimonials from interviews with each alumnus in the form of 10 to 15 lines – focus on cases where the alumni has considered the WCM training course to be particularly beneficial;

3) use the data collected in the assignment (1) to illustrate each success story in a user-friendly and easy-to-understand format; the success stories are intended to become promotion material for future WCM training courses;

F) Request for pricing

Applicant tenderers must quote fees for the following services (but not limited to):

- a) Work for conducting the interviews and collecting necessary data (cost and expected time schedule to completion)
- b) Work for analysing the collected data and providing answers in the form of a report to the above required assignments in paragraph B) (expected costs)
- c) Other fees (please specify);

All costs must be quoted in EURO.

G) Legal, economic and technical information required

Interested service providers must hand in the following documents with their proposal:

- Legal position: a copy of the papers indicating the trade or professional registration of the service provider. The papers must contain information about the service provider 's legal status on the profession;
- An up-to-date list of the directors and managers in the service provider 's organization;
- Economic and financial capacity: bank contact for reference and balance sheet, trading account and turnover for the past year are required;
- Technical capacity:
 - _ Educational and professional qualifications of the workshop facilitator;
 - _ list of principal projects in the field of analysis and report on impact assessment of training programmes carried out in the past 3 years with dates;

H) Methodology, deliverables and suggested time schedule for completion

Methodology:

The service provider is expected to develop a methodology which comprises at least some of the following tools:

-Desk review, which includes the examination of past WCM course reports, presentations and evaluations of the course by past participants, as well as the choice and selection of a relevant competitiveness index/benchmark for the manufacturing industry;

-Interviews with a sample of past WCM participants and participating companies to assess the impact along the points to clarify of paragraph “E) Description of services to be rendered”.

Deliverables:

All deliverables below must be submitted in English in electronic format compatible with the Centre’s desktop computing resources:

-An inception report will present, following discussions with the Centre during the inception meeting, the draft final version of the methodology proposed by the service provider in its tender, including the target sample of WCM participants and participating companies.

-A final report, which will present the conclusions and summarized outcomes of the study in an easy and illustrative format. The report must contain:

An executive summary of maximum 3 pages;

The report itself, including technical annexes explaining the methodology of the interview process and reference to background material;

A Powerpoint presentation of the work done with the summarized concluding outcome of the study;

The final report should also include

a short description of the purpose of the assessment and all copies of interviews conducted and evidence found to support the conclusion;

the analysis carried out using the interviews and the background material;

the conclusions drawn, in the form of answers to each of the assessment questions;

The service provider will be required to work closely with the Centre in order to discuss any unexpected issues encountered during the study, with the aim of finding the best solution. The service provider should do its best to take into account the comments from the Centre and keep the Centre informed of the progress of work when requested by the Centre.

Suggested time schedule for completion:

The following timetable is drafted on a tentative basis:

Mid-December 2009 - Week 1: signature of contract and inception meeting – draft of the inception report to be handed over to the Centre.

From End December 2009 to End February 2010: desk review and field interviews

From End February 2009 to Mid-March 2010: draft and submission of the final report

The study and the final report must be completed by the end of March 2010 – the deadline of completion must be strictly respected by the service provider.

I) Other remarks

(1) The Centre will provide all the necessary contact points which will allow the service provider to interview the WCM alumni and participating companies;

J) Award criteria

The contract will be awarded on the basis of the following criteria to determine the best value for money:

- Quality of the proposal: validity of the proposed methodology for the study (40%)
- Quality of the team in charge of the project (30%)
- Price (30%)

K) Notes about the WCM course

1. Objectives of a short course on “WCM in Japan”

- To help improve EU industries’ competitiveness by discover the Japanese approach towards World Class Manufacturing;
- To help EU firms learn how Japanese firms achieve superior production and quality standards;
- To focus on the latest trends by visiting the top manufacturing plants in Japan;
- To visit the real “GEMBA” (i.e. production site in Japan);
- To meet the industry leaders via exchanges with senior Japanese managers.

2. Focus themes

- Lean Thinking and WCM approach in Japan;
- Lead-Time reduction through streamlined flows of information and products;
- Policy deployment, HR and best practices for continuous improvement and motivation;
- Kaizen - continuous improvement supported by WCM;
- TQC, TQM, TPM, JIT and TIE;
- Challenge towards “green” manufacturing: environmental friendly and energy efficient production systems.
- Attractive Quality Creation;
- Leveled Production System;
- Variable-Product Variable-Quantity Production to meet demand fluctuation;
- Flexible Manufacturing implementation by QCD;
- Improvement of overall manufacturing capability;

3. Target participants profiles

European executives and/or managers who are in one /several of the following positions:

- Division director or industrial director;
- Manager and/or executive in operation & logistics;
- Plant manager, director of quality and excellence;
- Managing director in a manufacturing industry.

Participants’ main business sectors (based on records of past participants):

- Automotive and automobile production;
- Machinery and industrial equipment;
- Consumer electronic goods;
- Raw material processing industries;

More about the WCM course from

<http://www.eu-japan.eu/global/business-training/world-class-manufacturing.html>