



Terms of Reference

Recruitment of a Coach for the World Class Manufacturing (WCM) Programme

56th WCM: 19–23 October 2026 | 57th WCM: 1–5 March 2027

1. Background

As part of its training activities, the Centre runs the **World Class Manufacturing (WCM) Programme**, a five-day intensive programme for EU managers and decision-makers with an engineering background. The programme offers an in-depth understanding of Japanese manufacturing optimization methodologies, including **kaizen**, TPM, TQC, and other innovative approaches, complemented by **Gemba** visits.

The Centre is seeking a **Coach** to guide clients of **two WCM editions**: the 56th edition in **October 2026** and the 57th edition in **March 2027**.

2. Objectives and Scope of Assignment

The WCM Coach will support programme participants (the “clients”) throughout the programme to ensure they gain maximum benefit from the training. Responsibilities include:

- 1) Before each programme edition:
Attend online one **Pre-Departure Briefing** in October 2026 and one in February 2027 (exact dates to be confirmed).
- 2) During each programme edition: on-site coaching in Japan.
 - a. Participate in both WCM editions:
 - i. **56th WCM**: Monday, 19 October – Friday, 23 October 2026
 - ii. **57th WCM**: Monday, 1 March – Friday, 5 March 2027
 - b. Guide 25 clients through an orientation session, two seminars, four factory visits, a one-day workshop, and group presentations.
 - c. Deliver a **team-building lecture** during the orientation session on the first day.
 - d. Explain visit objectives, facilitate discussions, answer questions, and summarize key daily takeaways.
 - e. Provide guidance and support to clients throughout workshops, seminars, and group activities to help ensure high-quality group presentations on the final day.
 - f. For logistical reasons, the selected coach shall stay at the same hotel as the clients and Centre staff throughout the programme (5 nights per edition).
 - g. Prepare and submit team-building lecture slides for each edition: a presentation deck to be used on the first day of the programme, introducing the programme objectives, group dynamics, and key manufacturing concepts to be explored during the week. Draft slides are to be submitted to the Centre

for review by early October 2026 (56th edition) and early February 2027 (57th edition) respectively.

3) Evaluation of performance:

This is a performance-based engagement. Continuation and assessment of the coach's work will be based on:

- a. Delivery quality of team-building lecture
- b. Effectiveness of coaching throughout the programme and quality of group presentations
- c. Client and stakeholder feedback

3. Required Background and Knowledge

The ideal candidate should have:

- Expertise in production and manufacturing methodologies, including TPS, JIT/Kanban, TQM/TPM, factory HR, automation, or related areas.
- Awareness of differences in manufacturing practices between the EU and Japan.
- Experience in team building, coaching, international business, or management consulting.
- Fluency in English; knowledge of Japanese is advantageous but not mandatory.

4. Compensation

- Gross honorarium: JPY 550,000 per completed programme edition, before applicable withholding tax and excluding consumption tax, where relevant. Payment shall be made after successful completion of coaching duties of each edition and shall be made separately for each completed edition, up to a maximum total of JPY 1,100,000 for both editions. Appointment for the 57th edition shall be subject to satisfactory performance in the 56th edition, as assessed by the Centre.
- Cost responsibilities: The honorarium is all-inclusive. Costs for domestic transportation within Japan and 5-night hotel accommodation per edition are the coach's responsibility and must be covered from the honorarium. No additional expense reimbursement is available. Candidates are encouraged to factor these costs into their assessment of the engagement before applying.
- Legal framework: Following selection, the Centre will issue a Coaching Request Letter together with a Note of Agreement, which the selected coach will be required to sign prior to the commencement of any activities.

5. Application Procedure

Interested professionals should submit the following application package by email to topical@eu-japan.or.jp with the subject line "WCM Coach Application":

- CV of no more than 3 pages in English, detailing relevant professional experience in manufacturing, coaching, training;
- **Statement of interest** of no more than 500 words in English, addressing the candidate's relevant manufacturing expertise and coaching approach;

- **Contact details of two professional references** from the manufacturing or service industry available on request (references will not be contacted without prior notification).

Early submission of applications is encouraged.

6. Selection Methodology

All applications will be reviewed by the Centre against the required profile. Candidates will be assessed and scored on the following criteria:

- **Knowledge of manufacturing methodologies** (TPS, lean, kaizen, TQM/TPM, JIT/Kanban, etc.);
- **Experience in lean training and instructional delivery** in an international or cross-cultural context;
- **Professional experience at a manufacturing company** in a managerial or advisory capacity;
- **Teaching and coaching experience** with groups of professionals, ideally in an executive education or management training setting;
- **English language proficiency** (working language of the programme); while not specifically required for this assignment, knowledge of Japanese is welcome.

Shortlisted candidates may be invited to an interview. The Centre aims to notify all applicants of the outcome by 12 June 2026.

7. Minimum Requirements

- **5 years of professional experience** in manufacturing, production management, or industrial consulting;
- **Demonstrated experience facilitating groups of 15 or more professionals** in a training, coaching, or executive education context;
- **Full professional proficiency in English** (written and spoken);
- Availability for **all programme dates and durations**, including the PDBs and both on-site editions (Monday 08:00 to Friday 18:00).

8. Continuation, Termination, and Performance Review

This is a performance-based engagement covering two WCM editions. Continuation to the 57th edition (March 2027) is conditional upon satisfactory evaluation following the 56th edition (October 2026). The Centre will assess the coach's performance based on the criteria set out in Section 2.3 (Evaluation of performance).

The Centre reserves the right to terminate the engagement with 14 days' written notice if performance is deemed unsatisfactory, or immediately in the event of a material breach of the Note of Agreement, including any breach of confidentiality obligations. In the event of termination prior to the 57th edition, payment shall be limited to the completed 56th edition only.

9. Confidentiality

The coach shall maintain strict confidentiality regarding all clients' personal data, commercially sensitive information observed or disclosed during factory visits, and any proprietary content developed for or by the Centre in connection with the WCM programme. This obligation shall continue to apply after the completion or termination of the engagement.

10. Timeline

Launch of coach recruitment	15 April 2026
Submission deadline	1 June 2026, 17:30 JST
Coach selection	By 12 June 2026 (subject to change)
Coach pre-meeting	Early July 2026
Online Pre-Departure Briefing (PDB)	Early October 2026 and early February 2027
Submission of team-building lecture slides (draft)	Early October 2026 and early February 2027
56 th WCM Programme on-site coaching	19–23 October 2026
57 th WCM Programme on-site coaching	1–5 March 2027

11. WCM Programme Schedule (Indicative)

Date	Morning Session	Afternoon Session
Monday	Orientation, team-building lecture	Seminar 1
Tuesday	Factory visit 1	Factory visit 2
Wednesday	Workshop/Dojo 1	Workshop/Dojo 2
Thursday	Factory visit 3	Factory visit 4
Friday	Seminar 2	Group presentations

*All dates and locations are subject to change. WCM is expected to take place in the **Chubu region**, Japan.*

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