

			2019												2020												2021																																			
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec																								
Conference			RMM						WS						WS @JPN						RMM @JPN BRO						WS @BKK						Mid-RMM						WS						RMM						WS						WS					
HR Management System Reform																					☆ PSAQ Jun 14th												⑤ Sep 14 HR Function Support ⑥ Individual HR Interviews Best Practice Sharing																													
TW, TPS, TBP	DMDP	#1, #2							★						★						④ ☆Final @ July 27-28						☆Mentor pgm Sep 20-24																																			
		#3, #4																									MR-IT Preparation with support of B1 & B2 PDCA						☆Start Apr @India B3: Apr 6-9						☆Start Apr @India B4: Apr 13-16																							
		UAE (Under Planing)																									⑦ Δ TW/TPS Δ TBP						Follow ups																													
	Crash Course																				③ ☆Crash Course B1 6th-9th July ☆Crash Course B2 13th-16th July						Δ TBP Additional Session																																			
Kaizen Activity	NPS/VOC mgmt.								☆Review												☆'20 Target Setting						WS Final Rep.																																			
	Absorption, CRT, SMS																				☆'20 Target Setting						WS Final Rep.						PDCA Seminer																													
Branch SGA based on VOC, VOE			(Only Jisyuken)																								WS																																			
India Best Practice DLR Trip			★												★												twice a year												twice a year																							
<New> Online Event/Seminer																					① PDCA Seminer ② Lead/Digital Sales practicse seminar						⑧ Preparation with support of B1 & B2PDCA TDMS Lead Management Sep 29																																			