

Asian Productivity Organization

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PROJECT NOTIFICATION

20 July 2012

1. **Project Code:** 12-RP-17-GE-STM-B
2. **Title:** Study Meeting on Knowledge Management for SME Leaders
3. **Duration & Timing:** Four days, 11–14 December 2012
4. **Venue:** Taipei, Republic of China
5. **Implementing Organization:**
China Productivity Center
Address: 2F, No. 79, Sec. 1
Xintai 5th Road, Xizhi Dist.,
New Taipei City 221
Republic of China
Telephone: 886-2-2698-5886
Facsimile: 886-2-2698-2976
6. **Number of Overseas Participants:** Up to 10 qualified participants from Cambodia, Bangladesh, India, Indonesia, Malaysia, Mongolia, Pakistan, the Philippines, Thailand, and Vietnam. Other member countries with particular interest in this project may nominate candidate upon consultation with the Secretariat.
7. **Number of Local Participants:** Up to 6 local participants
8. **Closing Date for Nominations:** 3 September 2012
9. **Objectives:**
 - (1) To examine knowledge management (KM) issues for Asian SMEs and identify appropriate measures and approaches to address these issues;
 - (2) To study the roles of leaders in middle to senior management in SMEs for successful KM implementation; and
 - (3) To share best practices of KM to increase the productivity of SMEs in APO member countries.

10. Background:

The global economy is becoming knowledge based, and the trend holds particular importance in fast-growing Asia. The capacity of business corporations to generate value added can no longer be attributed solely to tangible assets but now depends more on intangible knowledge. Knowledge has increasingly become the repository of economic value and prompts innovation-driven growth. In the context of this emerging landscape of the knowledge economy, SMEs, as a source of employment, economic dynamism, and innovation in the APO region, are facing the challenge of adopting new KM concepts and strategies in management to be competitive and successful.

KM is considered to be a challenging but effective strategy for companies to increase productivity and competitiveness. Effective KM implementation in SMEs is a daunting task, particularly in Asia where a knowledge-sharing culture is still forming. Successful KM is dependent on the culture and mindset in companies. It is also important to highlight how the roles of managers have changed in the new knowledge-based economy in comparison to the old paradigm. Managers are expected to be knowledge leaders who help their employees to become innovative and apply the creativity required to achieve their business goals. In KM, the roles of managers are crucial and include empowering, facilitating, coaching, and mentoring workers in knowledge teams. Therefore, it is important that managers in SMEs are educated to apply KM effectively so that companies can generate innovative value added and be competitive in the knowledge economy.

This study meeting will look into the development of new KM leaders from middle to senior management in SMEs and explore how organizations can successfully transform into knowledge-based ones. It will also examine the challenges in the development of KM leaders in SMEs in APO economies.

11. Scope and Methodology:

Scope:

- (1) Organizational development issues in SMEs in Asia;
- (2) New roles and required competencies of knowledge leaders;
- (3) Examination of a practical SME KM strategy for the APO region;
- (4) Case studies of KM for SMEs; and
- (5) Challenges and opportunities in KM development;

Methodology:

The study meeting will consist of presentations and discussions of resource papers, country papers, and case studies.

12. Qualifications of Participants:

- Leaders of SMEs, including SME owners and senior and middle managers involved in KM;
- NPO consultants responsible for assisting SMEs with KM and innovation;
- Officials from government/the public sector involved in policy planning for SMEs in the knowledge economy; and
- Researchers dealing with KM and leadership for SMEs.

13. Financial Arrangements:

(a) To be borne by the APO

- i) All assignment costs of overseas resource persons.
- ii) Round-trip economy-class international airfare for overseas participants between the nearest international airport from the place of work and Taipei by the most direct route. As far as practicable, all participants should purchase discounted tickets (following IATA PEX, ZONE PEX, or other applicable discount fares). *It is noted that neither the APO nor the host organization will be responsible for paying any additional per diem allowances and hotel accommodation costs due to early arrival, delayed departure, rerouting of tickets, or any other reason whatsoever.*

(b) To be borne by the host country (Republic of China)

- i) Per diem allowances and hotel accommodations for 10 overseas participants for up to five days.
- ii) Assignment costs for local resource persons.
- iii) Other local implementation costs.

(c) To be borne by the participants or participating countries

- i) All participants should be fully insured against accident and illness (including hospitalization) for the principal sum of US\$10,000 for the entire duration of the project and travel. All participants must submit to the APO a copy of the comprehensive travel insurance certificate valid in the Republic of China before participation. The cost of such insurance will be borne by the participant or participating country. This insurance requirement is in addition to existing government insurance coverage in some member countries. If any participant is unable to insure himself/herself as stipulated above, he/she should secure this insurance in the host country at the commencement of the project and pay the premium himself/herself. *The APO Secretariat or the implementing organization will not be responsible for any eventuality arising from accident or illness.*
- ii) Any expenses incurred by participants for stopovers on the way to and from the project venue or for extra stay at the project venue before and/or after the official project period due to early arrival, late departure, or any other reason whatsoever.
- iii) Any expenses related to visa fees and airport taxes.

14. Actions by Member Countries:

(a) Nomination of candidates

- i) Member countries are requested to nominate up to two candidates in accordance with item 12 above. The key criterion for selection is whether their qualifications and work experience match the nature of the project. Nonselection of candidates is not a reflection on their competence.
- ii) Member countries are also requested to inform the Secretariat as soon as possible if they do not wish to participate in the study meeting so that vacancies thus created can be allocated to other member countries.
- iii) Nominations, accompanied by the candidate's biodata on the APO standard form in duplicate along with a passport-sized photograph and the Medical and Insurance

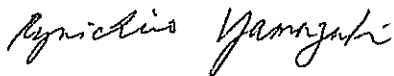
Declaration/Certification Form, should reach the Secretariat **no later than 3 September 2012.**

The biodata form is available on the APO website. Downloading information is also available from <http://www.apo-tokyo.org/project/participants.html>. If a digital photograph is not submitted electronically, a hard-copy photograph should be sent to the APO Secretariat by postal mail, with the candidate's name and project code clearly marked on the back. NPOs are encouraged to submit their nominations in electronic form.

- iv) Every candidate must complete and submit a copy of the APO Medical and Insurance Declaration/Certification Form with his/her biodata at the time of nomination. Please note that self-declaration is sufficient for candidates without any of the health conditions or illnesses enumerated on the reverse side of the medical form. However, for all others, medical certification by a recognized physician on the reverse side of the medical form is required.
- v) Accepted participants should be advised not to bring family members or engage in any private business activity during the entire duration of the project. Further, they should be requested to inform the APO promptly of their inability to participate and the reason for last-minute withdrawal.

(b) Preparatory Assignments

Participants officially accepted for this project are required to complete preparatory assignments involving a country paper and a presentation on the current status of KM implementation and directions in their companies/offices. Further details of the assignment will be provided later to those accepted. Participants are expected to submit their assignments by the deadline set prior to attending the study meeting.



Ryuichiro Yamazaki
Secretary-General