



PROJECT IMPLEMENTATION PLAN

26 March 2018

1. Project Code	18-RP-01-GE-RES-C-02
2. Project Activity	APO Business Model Transformation Project
3. Project Reference	Project Notification 18-RP-01-GE-RES-C dated 13 March 2018
4. Duration	27 February–1 May 2018
5. Venue	Tokyo, Japan
6. Implementing Organization	APO Secretariat
7. Number of Experts	Two (2) international experts from Accenture Consulting: Dan Baker (USA) and Abishek Raj (India) (CVs of whom are enclosed)

8. Background

The Roadmap to Achieve the APO Vision 2020 was formally approved by the APO Governing Body in 2016. This roadmap is a medium-term strategic framework to guide the planning and implementation of APO programs and projects to help the organization achieve its vision of being the leading international organization on productivity enhancement, enabling APO member economies to be more productive and competitive by 2020.

Under the leadership of Secretary-General Dr. Santhi Kanoktanaporn, the APO Secretariat has been developing innovative initiatives that create greater impact, steer member economies to become more competitive, and help them improve productivity. Some of the new initiatives include:

- 1) Establishing an APO Futures Team to develop future-ready smart initiatives in collaboration with external experts and deploying AI-enabled online tools such as Shaping Tomorrow and Futurism.com to support strategic intelligence scanning of the contextual (social, technological, economic, environmental, and political, or STEEP) environment;
- 2) Launching the APO Digital Business platform to support corporate planning and project management;
- 3) Setting up the eAPO MOOC platform to broaden educational and training outreach;
- 4) Devoting resources to provide policy advisory and consultancy services to member governments (e.g., developing productivity master plans); and
- 5) Developing an accreditation body to certify individuals/institutions equipped with productivity specialist, futurist, strategic foresight and other productivity skill sets.

To succeed, these initiatives need to be enhanced and prioritized over some current programs that may have become obsolete. Initiatives may be also required for change management to empower APO people and facilitate meaningful, sustained organizational change to reinforce new roles.

In December 2017, the Secretary-General decided to search for a consulting firm/consultant to conduct a strategic review of APO operations including benchmarking against other international organizations and developing a new business model and related plans for project management strategy and change management strategy.

Among four major consulting firms known for their experience in the public sector, Accenture was appointed as the APO partner, based on an analysis paper prepared by the Secretary-General and subsequent discussions, taking into account the methodology used by Accenture and public-sector experience, including its history of working with international organizations.

9. Objective

Engage Accenture to review the current approach to achieving the goals of the Roadmap to Achieve the APO Vision 2020 and recommend a new business model to improve and maximize the impact of organizational programs and projects.

10. Scope and Methodology

The Business Model Transformation Project will be conducted using the following methodologies:

- 1) Identifying key issues in the existing model using in-depth analysis of current workflow and project materials;
- 2) Conducting both internal and external stakeholder interviews to build consensus on identified issues, for which Accenture interviewed not only APO Secretariat staff but also a number of NPO representatives from member countries;
- 3) Identifying and benchmarking against other similar organizations based on mission, secretariat size, business scale, cost structure, etc.;
- 4) Identifying key takeaways for the APO;
- 5) Consolidating key findings from the research and interviews to propose a new business model and recommendations to transform the APO based on that new model; and
- 6) Pilot testing to assess the usefulness of the new business model in achieving the APO Vision 2020.

11. Financial Arrangements

To be borne by the APO Secretariat

- 1) All costs for the Business Model Transformation Project undertaken by Accenture Consulting amounting to JPY9,996,000; and
- 2) All local implementation costs, including hot-desking Abishek Raj in the APO Secretariat over the period of the consultancy project.



Santhi Kanoktanaporn
Secretary-General

Dan Baker



Principal Director – Growth Markets Accenture Development Partnerships WASHINGTON, DC

BACKGROUND

Dan Baker is the Growth Markets Lead for Accenture Development Partnerships, a business unit focused on bringing Accenture's strategy and technology expertise to address global development challenges, working with the world's leading companies, multi-lateral and bilateral donors, international NGOs and private foundations. Dan has over 19 years' experience at Accenture delivering projects including business strategy, change management, and technology – with a focus on digital development and cross-sector partnerships. Dan has client project experience in over 20 countries and has previously lived in SE Asia and the UK.

For the past 6 years Dan has served on the ADP leadership team and prior to his current role led the growth of the NGO Client Group and Americas Group.

Dan holds an MBA from the Darden School of Business where he earned the Faculty Award for Academic Excellence, a BA in Economics Cum Laude from Wake Forest, and a certificate in Disruptive Strategy from Harvard Business School

SELECT PROJECT EXPERIENCES

- **World Bank** – Comprehensive report on emerging technologies for identification evaluating technologies in 10 groups across factors including accuracy, scale and cost
- **Government of Haiti & Salesforce.com** – Automation of mobile phone enabled cash transfers for earthquake victims through innovative cloud platform & project dashboard for Prime Minister
- **Inter American Development Bank** – Shared Value assessment of shipping and logistics sector in Argentina identifying opportunities for increased women employment
- **International Rescue Committee** – Operating model design for local foundation supporting refugees on Burma-Thailand border
- **Save the Children** – Strategy design in Jordan for a cross-sector Middle East Youth Development Service Network to promote civil engagement and economic opportunity for youth in the wake of the Arab Spring
- **NetHope** – Member need assessment 4 months following Haiti earthquake and development of an ICT skills and internship academy with 90% employment rate, scaled to 4 countries in Africa
- **Government of Guyana** – Market sizing and roadmap for investment in Guyana outsourcing industry, targeting 8,000 new jobs and \$100M GDP uplift as part of low carbon national development strategy
- **GSMA** – Multi-year partnership developing and piloting innovative use of mobile phones for financial inclusion, livelihoods, health information access, conservation, and public safety
- **Asian Development Bank** – Requirements study and curriculum development for a Public Management Learning Program to build capacity of government institutions
- **UK Department for International Development (DFID)** – Staff learning & development needs assessment for Nepal country office
- **Plan International** – Assessment and technical strategy for government digital birth registration following Asian Tsunami

EXPERTISE

- | Functional | Industry |
|------------------------------|---|
| • Digital Enabled Innovation | • Communications, Media & Technology (CMT) |
| • Financial Inclusion | • International Development & Humanitarian Response |
| • Economic Development | • International Finance Institutions |
| • Mobile Payments | • Non-Government Organizations |
| • Cross Sector Partnerships | |
| • Information Management | |

PUBLICATIONS & THOUGHT LEADERSHIP

1. **IFC** – “Driving Towards Equality” study on opportunities for women as drivers and riders using digital ride-hailing platforms based on research in 6 countries. (To be published)
2. **World Bank** – “Integration Approach Study” for national ID systems across 10 countries and co-launched public report as part of ID4D program addressing 1.5B people without official identification ([LINK](#))
3. **IDB** – Americas Business Dialogue report, “*From Dialogue to Action: Policy Recommendations and Public-Private Partnership Proposals*”, released at II CEO Summit of the Americas ([LINK](#))
4. **United Nations Office for the Coordination of Humanitarian Affairs** - Emergency Response Business Consultation ([LINK](#)) Op-Ed Article and Summit Moderator

Abhishek Raj Consultant



Contact Details:

E-mail : abhishek.e.raj@accenture.com

Tel : +91-9920977064

Selected Experience

ADP - Strategic Partnership Evaluation for an International Developmental Agency

- Developed partnership evaluation framework for a global nonprofit to improve its engagement with **>30 implementation partners**
- Collaborated with senior program managers to **institutionalize the partnership evaluation process and feedback mechanism**

ADP - Business Model Re-Design & Expansion Strategy

- Evaluated existing business model and did a complete current state assessment to identify pain points and gaps in offerings, technology and processes as inputs to a future state business model design and scaling recommendations
- Designed and conducted stakeholder/partner interviews, reviewed financial performance, researched industry best practices, to gather data on current-state business model and cost structure - **identified strategic constraints and future opportunities**
- Developed a to-be state business model forecasted likely investment costs and improvements in scale, revenue, and operating costs - Developed a set of key recommendations for future program refinement and scaling

ADP - Program Expansion Proposal for an International Developmental Agency

- Developed proposal to scale up localized **financial inclusion programs** for women on global scale; **prepared investment roadmap and modelled achievable economic & social transformations**
- Stakeholder analysis highlighting potential benefits to governments, private financial institutions and world's financially excluded communities
- Reinforced client's submission to the **United Nations** for possible solution to accelerate economic empowerment

Industry Experience:

- | | |
|----------------------------------|-------------------|
| Business case proposal | Development/NGOs |
| Financial inclusion modeling | Consumer Durables |
| Strategic partnership evaluation | Infrastructure |
| Profitability sustainability | Automobile |

Growth Strategy for a Global Personal Care Brand

- Identified untapped growth & value creation opportunities highlighting existing competitive advantages; analyzed brand awareness/perception studies across existing customer groups
- Modelled lean working capital to sustain growth, analyzed cost allocations for R&D plans