PROJECT NOTIFICATION

Ref. No.: 20-IN-34-GE-TRC-A-468

Date of Issue	14 October 2020
Project Code	20-IN-34-GE-TRC-A
Title	Training Course on Advanced Strategic Management for Enhancing Productivity in SMEs
Timing and Duration	16–18 December 2020 (three days)
Hosting Country	Pakistan
Modality	Digital Multicountry (DMC)
Implementing Organization(s)	National Productivity Organization, Pakistan, and the APO Secretariat
Participating Countries	All Member Countries
Overseas Participants	19
Local Participants	12
Closing Date for Nominations	20 November 2020

Note: This PN supersedes the PN issued on 20 February 2020

1. Objectives

This training course will enable participants to learn about advanced strategic management tools and techniques (SMTTs) for enhancing productivity in SMEs, to gain skills and knowledge on providing training and consultancy for SMEs in developing strategic planning, and share the best practices on development of strategic management plan.

2. Background

Strategic management is a continuous process which the enterprises adopts to remain competitive, creates value by shifting focus on preparing to deal with predictable and unpredictable threats through leveraging its strength and taking effective decisions to foster growth and expansion. Good strategic management starts with a clear vision and goals, followed by systematic analysis of internal and external factors, creation and formulation of a roadmap, execution of the plan and initiatives supporting the roadmap, and monitoring and evaluating the entire plan to ensure that it is aligned with the objectives set. The SMTTs like SWOT, benchmarking, the balance scorecard, scenario planning and PEST encompasses all the functional areas of the organization and provide much needed guidance to the managers in analyzing business environment, awareness on opportunities and threats thereby mitigating risks involved in making crucial decisions.

The current era of knowledge-based globalization and ambiguous business environment demands the enterprises to strategize not only to remain competitive but also remain resilient to tide over adverse effects of certain and uncertain threats. Furthermore, the recent COVID-19 pandemic has become one such unanticipated occurrence which besides having serious implications on public health has significantly impacted business across the value chain, especially SMEs, and the economies at the regional level. Drastic reduction in demand and employee health concerns had a cascading effect on the financially fragile SMEs leading to their closure and unprecedented rise in unemployment. As the COVID-19 pandemic continues to evolve there is a need to shift the focus towards business continuity while addressing the changes by focusing on key areas namely crisis management, people-centric business operations, mitigating supply chain disturbances, financial stability and innovating to new business models/products.

The SMEs which are the backbone of the economies in the Asia-Pacific region need to exercise strategic management through implementation of right SMTTs to tide over the current crisis, protect employee well-being and continue marching towards achieving profitability and competitive edge. However, due to lack of in-house capacity, most SMEs require support from external consultants and related government agencies. In this regard, the APO in its effort to build capacity by creating a pool of trainers and consultants in the member countries has conducted a series of projects on strategic management with special focus on SMEs. The said training course, in collaboration with the NPO of Pakistan, is one such endeavor to develop capable trainers to guide SMEs in enhancing their profitability and business sustainability.

3. Modality of Implementation

a. This training course will be conducted online using videoconference applications.

b. The resource speakers and participants will participate in the course virtually using their own devices, applications, and Internet connections.

c. The duration of each day's session will be up to three hours.

d. The APO Secretariat will inform the resource speakers and participants of the applicable videoconference application and link to the virtual sessions.

e. The videoconference link will be provided exclusively to resource speakers and participants in this training course and should not be shared.

4. Scope and Methodology

The training course will consist of interactive lectures, case studies, and discussions. The tentative program is given below:

Date/Time	Activity
Wednesday, 16 December	Presentations: • Emerging trends and innovations for SMEs • Productivity enhancement through digitization in SMEs Discussion: Mitigating the impact of COVID-19 on SMEs through SMTTs
Thursday, 17 December	Presentations: • Implementing advanced SMTTs for organizational development • Best practice-sharing session (virtual site visit) • Interactive session among company representatives and participants
Friday, 18 December	Presentations: • Management consultancy and SME diagnosis • Case studies Discussion: Issues and challenges for SMEs in implementing SMTTs

5. Qualifications of Candidates

Present Position	Consultants/trainers of NPOs, SME development agencies, or similar institutions involved in consulting on productivity and quality improvement. SME entrepreneurs/top managers are encouraged to apply in consultation with the NPO concerned.
Work Experience	Five years of experience or more in the position described above.
Education	University degree or equivalent qualification from a recognized university or similar tertiary institution.
Computer Literacy	Familiarity and competency in connecting to virtual meetings, including independently undertaking troubleshooting in the event of poor or lost connections.
Language	Proficiency in English, both written and spoken. Participants will be required to make presentations and engage in discussions.

6. Requirements

a. Have necessary devices comprising a computer, web camera, microphone, and speaker or headphones.

b. Access to Internet connections suitable for videoconferencing. Stable, wired LAN connections are preferred.

c. Follow the instructions of the moderators/presenters in asking questions, joining discussions, and answering questions.

d. Participate in the entire course.

7. Financial Arrangements

   a. The APO will meet the assignment costs for international resource persons.

   b. The host country will meet the assignment costs of local resource persons and for a virtual site visit(s), either broadcast live or recorded as applicable.

8. Actions by Member Countries

   a. Each participating country will nominate three or more candidates in order of preference.

   b. Self-nominations will not be accepted.

   c. All nominations must be endorsed by an APO Director or Alternate Director and submitted by a Liaison Officer or designated officer.

   d. Each nomination must be accompanied by the APO biodata form and uploaded to the APO Document Management System (DMS)/Fleekdrive by the NPO. The biodata form is available on the APO website.

   e. Late nominations will not be accepted. When a nomination requires the approval of higher authorities and requires a longer time, the member country concerned should send the name(s) of the nominee(s) before or by the deadline, indicating that approval will follow.

   f. If a selected participant becomes unable to participate, the NPO concerned should inform the APO Secretariat and the host country promptly.

9. Actions by the APO Secretariat

   a. Selection of candidates will be at the discretion of the Participant Selection Committee of the APO Secretariat.

   b. Selection of candidates will be completed and announced three weeks prior to the start of the course.

   c. Slots that become available due to withdrawal of a selected candidate(s) or lack of nominations by a member country may be filled by alternates to be selected on a merit basis.

   d. The APO Secretariat will inform NPOs of the final program, platform, and link of the virtual meeting, as well as the schedule for technical coordination when applicable, two weeks prior to commencement of the course.

10. Dress Code

Participants are required to wear appropriate business attire during the course.

Dr. AKP Mochtan
Secretary-General