



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

27 April 2016

1. **Project Code** 16-IN-28-GE-TRC-B
2. **Title** Training of Trainers on Business Excellence for SMEs
3. **Timing and Duration** 24–27 October 2016 (four days)
4. **Venue** Singapore
5. **Implementing Organization** SPRING Singapore  
Address: 1 Fusionopolis Walk, #01-02 South Tower  
Singapore 138628  
Phone: 65-6279-3690  
Fax: 65-6659-0645  
Website: [www.spring.gov.sg](http://www.spring.gov.sg)  
e-Mail: [William\\_LIM@spring.gov.sg](mailto:William_LIM@spring.gov.sg)
6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Republic of China, Fiji, India, Indonesia, IR Iran, Japan, Republic of Korea, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam. However, other member countries with special interest in this project may nominate candidates upon consultation with the APO Secretariat.
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 25 August 2016

### 9. Objectives

The objectives of this conference are to:

- a. Develop experienced business excellence (BE) trainers and practitioners for strengthening and adopting BE frameworks, particularly for SMEs;
- b. Enhance national BE strategies and promote the BE concept and assessment tools for SMEs; and
- c. Share and exchange information on and experience in best practices in national BE adoption by SMEs.

### 10. Background

Regardless of the business environment and internal constraints, SMEs should strive to achieve excellence in every facet of their activities. Adding factors such as the presence of global

competition and the push for better products and services from more informed customers to the picture makes the endeavor to the excellence even more relevant for SMEs. One powerful tool for managing organizations to improve competitiveness and simultaneously enhance productivity which can be utilized by enterprises of all sizes is the BE framework. It can help identify strengths and opportunities and then align management systems with processes to create an environment for sustainable, continuous improvement. The BE framework has shown great success since it focuses on all areas and dimensions of an organization and, even more importantly, on factors that drive performance. It is about achieving excellence in everything that an organization does, from leadership to processes. Continued measures must be taken to preserve BE knowledge, however. Similar to other management knowledge and techniques, BE should be relearned, retained, and re-disseminated. A pool of BE experts and trainers is therefore needed for this.

In 2009, SPRING Singapore was designated as the APO Center of Excellence (COE) on BE to assist other member countries in developing and strengthening their BE initiatives. The COE on BE has conducted a series of activities including research, sharing of best practices, building competencies of BE experts, and transferring knowledge. More recently, the APO and COE have assigned BE experts to member countries to help develop their BE strategies for the public sector. A key objective of the COE on BE is to strengthen the competencies of BE experts including trainers, assessors, and practitioners. A training manual for BE assessors was developed in 2010 by the COE. In addition, the APO published *Understanding Business Excellence: An Awareness Guidebook for SMEs* and *Implementing Business Excellence: An Implementation Guidebook for SMEs*. These volumes will be used in this training course as primary references.

This course targets senior-level BE trainers who deal with SMEs to help them develop greater competencies. The primary objective is to enable participants, particularly from SMEs, to understand BE and its tools and techniques to overcome challenges in their organizations. They will develop the knowledge, skills, and experience to become competent trainers in BE. Upon completion of the training course, participants are expected to be able to support SMEs in utilizing simple self-assessment tools with improvement reports and action plans through the identification of opportunities for growth and development. They are also expected to conduct training on BE for other enterprises within their countries for greater multiplier effects. Participants are requested to submit progress reports to the APO six months after completion of the course.

## **11. Scope and Methodology**

### **Scope**

- a. Principles of the BE framework with application for SMEs;
- b. BE trainer competencies;
- c. Challenges in BE adoption by SMEs;
- d. Strategies for BE adoption by SMEs with special reference to the Asia-Pacific context;
- e. Case studies of successful BE application in SMEs; and
- f. Development of action plans for implementing BE in SMEs.

### **Methodology**

Series of lectures and workshops, site visits, group discussions, and group/country presentations of action plans.

The tentative program of the training course is given below:

<b>Date/Time</b>	<b>Activity</b>
Sun., 23 October 2016	Arrival of participants in Singapore
Mon., 24 October	Opening session, course overview, and lectures
Tue., 25 October	Lectures
Wed., 26 October	Workshop and site visits to local BE companies
Thurs., 27 October	Group discussion on lessons learned and action plans, presentations, evaluation, and closing session
Fri., 28 October 2016	Departure of participants

## **12. Qualifications of Candidates**

The participants are expected to possess the following qualifications:

Present Position	BE practitioners, consultants, and trainers/assessors involved in implementing BE frameworks from SMEs, NPOs, and other organizations.
Experience	At least five years of experience in BE/quality awards and related fields.
Education	University degree or equivalent qualification from a recognized university/institution.
Language	All proceedings of the project are conducted in English, and participants are frequently required to make oral and written presentations. They must therefore be proficient in spoken and written English. Those who are not proficient in English will not be accepted.
Health	Physically and mentally fit to attend an intensive project requiring participants to complete a number of individual and group activities and strenuous fieldwork. It is therefore recommended that member countries not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 35 and 50 years of age.
APO Certificate	Participants are required to attend the entire program to receive the APO certificate of attendance.

## **13. Financial Arrangements**

### **To be borne by participants or participating countries**

- a. For participants from profit-making organizations except for SMEs, and from APO member countries other than Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.
  - i. Round-trip international airfare between the member country and Singapore.
  - ii. Participating country expenses of USD50.00 per participant, payable to the APO in convertible currency.
- b. For all participants:
  - i. Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to US\$10,000.00 for the entire duration of the project and travel, and must submit to the

APO Secretariat a copy of the comprehensive travel insurance certificate before participation. Such insurance should be valid in the host 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, if necessary, from the per diem allowance provided. Neither the APO nor the implementing organizations will be responsible for any eventuality arising from accident or illness.

ii. All expenses related to visa fees and airport taxes.

iii. Any expenses incurred by participants for stopovers on the way to and from the project venue as well as for extra stay at the project venue before and/or after the official project period because of early arrival or late departure, for example, due to either limited available flights or any other reason.

#### **To be borne by the host country**

a. Per diem allowances and hotel accommodation for up to 18 overseas participants for up to five days at the rate to be specified later.

b. All local implementation costs.

#### **To be borne by the APO**

a. All assignment costs of overseas resource persons.

b. Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participants' place of work and Singapore for participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal, for participants from SMEs, and for participants from nonprofit organizations from other APO member countries. Please note that the arrangements for the purchase of air tickets should follow the "Guide on Purchases of Air Tickets for APO Participants," which will be sent to the selected participants. It is also available on the APO website and from APO Liaison Officers in member countries.

c. The APO may select more than 18 overseas participants in anticipation of last-minute withdrawals or no-shows. If more than 18 overseas participants attend, per diem allowances and hotel accommodation costs will be borne by the APO for up to two additional overseas participants at the rate to be prescribed for up to five days.

#### **14. Actions by Member Countries**

a. Each participating country is requested to nominate three or more candidates in the order of preference. Please ensure that candidates nominated meet the qualifications specified under section 12 above.

b. No form of self-nomination will be accepted. All nominations must be endorsed and submitted by an APO Director, Alternative Director, Liaison Officer, or their designated officer.

c. Please note that nomination of a candidate does not necessarily guarantee that he/she will be selected. Selection is at the discretion of the APO Secretariat. A basic criterion for selection is the homogeneity of the participants in terms of qualifications and work experience. Nonselection therefore does not mean that the candidates concerned are not competent enough. Sometimes candidates are not selected because they are overqualified for a project.

d. Each nomination should be accompanied by the necessary documents. A nomination

lacking any of these documents may not be considered: two copies of the candidate's biodata on the APO biodata form together with a passport-sized photograph. The biodata form can be downloaded from the APO website ([www.apo-tokyo.org](http://www.apo-tokyo.org)). We encourage submitting the biodata form to the APO Secretariat in electronic form as an attachment to a cover e-mail message from the APO Director, Alternate Director, or Liaison Officer. The nomination documents should be sent to the Industry Department, APO Secretariat (e-mail: [ind@apo-tokyo.org](mailto:ind@apo-tokyo.org), fax: 81-3-5840-5324).

- e. The APO Medical and Insurance Declaration/Certification Form. 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 health conditions or illnesses listed on the reverse side of the medical form. However, for all others, medical certification by a licensed physician on the reverse side of the medical form is required.
- f. Necessary documents are to be submitted electronically. In that case, there is no need to send a hard copy by postal mail. However, if the documents are submitted by fax, member countries are requested to mail the originals of the documents to the APO Secretariat as well. If a digital photograph of a nominee is not attached to the electronic biodata form, a hard-copy photograph should be sent to the APO Secretariat by postal mail. Please give the candidate's name and the project code on the reverse side of the photograph.
- g. Member countries are requested to adhere to the nomination deadline given on page 1. The APO Secretariat may not consider late nominations as they have in the past resulted in considerable difficulties to the implementing organization in its preparatory work for the project.
- h. For member countries where nominations are required to be approved by higher government authorities and require a longer time, the APO Liaison Officers/NPOs are urged to send the names of nominees on or before the deadline, indicating that government approval will follow.
- i. If a selected participant becomes unable to attend, he/she should inform the APO Liaison Officer/NPO in his/her country immediately and give the reason for withdrawal. The NPO concerned is requested to transmit that information to the APO Secretariat and the host country promptly.
- j. NPOs are requested to inform the selected participants that they are not to bring family members or to engage in any private business activities during the entire duration of the project.
- k. Each selected participant should be instructed to arrive at the venue one day before the start of the official project. Also, he/she is expected to return home upon completion of the official project because he/she is visiting the host country for the specific purpose of attending this APO training course.
- l. NPOs should inform participants that they must attend all four days of the project to qualify for the certificate of attendance.

#### **15. Actions by the APO Secretariat**

- a. Under normal circumstances, candidates who are selected will be informed of their acceptance at least four weeks prior to the start of the project.
- b. If some candidates fail to qualify or be unable to participate after selection, or if some member countries fail to nominate any candidate, their slots may be filled by alternates from the same or another member country on a merit basis.

## **16. Project Preparation**

Each selected participants are required to prepare a paper prior to departure for the project venue. In preparing the paper, they are expected to follow the “Guidelines for the Preparation of Country Papers” to be provided later.

## **17. Postproject Actions**

All participants are required to prepare action plans and share the plans with their NPOs. The APO will also request participants to submit progress reports six months after completion of the training course.

## **18. Evaluation of Participants**

If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the APO director concerned.

## **19. Guide for Participants**

Other conditions for participation are given in the *APO Guide for Participants*, which is available from APO Liaison Officers/NPOs in member countries and on the APO website (<http://www.apo-tokyo.org/wedo/projects/applicants>).



Mari Amano  
Secretary-General