

# Asian Productivity Organization

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## Project Notification

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1. **Project Code:** 11-RP-30-GE-DON-C
2. **Project Title:** Development of the Center of Excellence
3. **Duration:** Up to two weeks (for assignment of experts, when applicable)
4. **Venue:** Selected APO member countries, depending on the type of activity
5. **Implementing Organizations:** Activities in 2011 will be implemented in collaboration with SPRING Singapore and other participating APO member countries.

### 6. Objectives:

To identify member country and NPO needs through the APO Center of Excellence (COE) for Business Excellence (BE), which is aimed at assisting APO member countries in developing and strengthening their BE/quality award initiatives, and to provide greater value to participating organizations through the sharing of expertise and increased international visibility.

### 7. Background:

The APO COE for BE is a pilot program aimed at building up expertise in applying the BE framework and tools in APO member countries. The idea for establishing an APO COE was first discussed at the Governing Body Meeting in Tehran, IR Iran, in 2008. The intent of a COE is to enhance an NPO's unique strength and expertise in a specific area, enabling it to reach a world-class standard from which it can serve as a vehicle to develop similar capabilities of NPOs in other member countries. A pilot COE on BE was recommended to the Governing Body at its 51st session in Sri Lanka, which approved it and designated SPRING Singapore as the APO's first COE.

In collaboration with SPRING Singapore, the Secretariat mapped out a series of activities for the COE carried out from 2009 to 2010. These activities were aimed at achieving the following objectives:

- Enabling the COE to strengthen its capability in BE, e.g., by assigning experts from advanced countries with expertise in this field;
- Enabling the COE to transfer its experience and expertise to other member countries by sending its experts to their NPOs, particularly to those actively pursuing BE or quality award initiatives in their countries;
- Developing the competencies of BE assessors and consultants in member countries, e.g., by developing training manuals;

- Facilitating the sharing of best practices in BE among member countries through conferences, study missions, and the development of databases; and
- Conducting research related to BE/quality award systems.

A summary of activities during 2009/2010 and the proposed 2011 lineup of BE activities are given in Annex A.

#### **8. Scope:**

The scope of BE-related activities for the COE includes:

- a) Undertaking surveys to identify NPO and member country needs on related topics on an ongoing basis;
- b) Convening expert meetings, workshops, and roundtable conferences to discuss the findings of surveys or to initiate the development of strategies or roadmaps for the development of NPOs;
- c) Assigning resource persons and Secretariat staff to attend surveys, conferences, seminars, workshops, forums, and meetings on productivity-related topics;
- d) Organizing study meetings with experts both from within and outside member countries when needed to guide APO program formulation and planning; and
- e) Assigning experts and providing needed assistance to the APO COE.

#### **9. Qualifications of Participants**

The qualifications of participants will depend on the focus of the COE but generally should include the following with expertise in the focus area: senior business leaders; government officials; or senior researchers/consultants in NPOs, institutes of higher learning, and research centers.

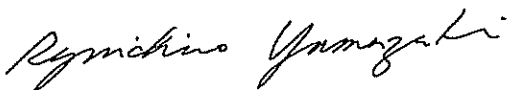
#### **10. Financial Arrangements:**

*To be borne by the APO:*

- i) All assignment costs of overseas experts; and
- ii) Costs relating to the dissemination of the results of COE activities, i.e., any publications, tools, and training materials developed; website resources; etc.

*To be borne by the host country:*

All other local implementation costs.



Ryuichiro Yamazaki  
Secretary-General

**Annex A: Summary of achievements of the COE for BE in 2009/2010 and Draft 2011 work plan**

***Achievements***

In 2009, in line with the aim of strengthening the COE's capabilities in BE, two experts from the Malcolm Baldrige National Quality Award Program (MBNQA) and European Foundation for Quality Management (EFQM) were assigned to the COE/SPRING Singapore. To transfer knowledge to member countries, an expert was sent from the COE to the Philippines and Bangladesh. In addition, one expert (Dr. Robin Mann/Centre for Organizational Excellence) was appointed to conduct research on "The Impact of Business Excellence/Quality Awards on Enterprises." The research findings from this study were shared at the Regional Study Meeting on BE/Quality Award Administrators in Thailand in December 2009 and were disseminated by the COE to other NPOs in May 2010.

To promote BE among member countries and develop their competencies, several projects were organized. These included: Multicountry Observational Study Mission on Quality Awards in APO Member Countries to Japan (Japan, August 2009); Business Excellence Global Conference (Singapore, November 2009); Workshop for Senior Business Excellence Assessors (Singapore, November 2009); and Conference on Quality Award Winners (Thailand, December 2009).

COE activities for 2010 continued with two experts assigned to the COE to build up its competency in BE assessment. Activities to promote BE in 2010 included a mission to Japan in June. In September, a Thai BE expert was sent by the COE to the NPO of Pakistan to develop a roadmap for its BE award program. To improve assessors' skill level, the COE completed drafting a training manual for BE assessors which was used in a workshop for training senior assessors. Other activities in 2010 included assigning two BE experts to attend the BE Global Conference in Singapore and finalizing the databases on BE experts and best practices.

***2011: Proposed APO BE activities***

<b>S/No</b>	<b>Activity</b>	<b>Proposed period</b>
1	Support international BE/quality award conferences	Throughout 2011
2	Organize BE study missions	By 3Q 2011
3	Research and develop a self-help BE package for SMEs	1Q 2011
4	Research on status, reach, and impact of BE programs	Throughout 2011
5	Develop a BE consultants' training manual	2Q 2011
6	Conduct training for senior BE consultants	4Q 2011
7	Develop BE action plans for NPOs	Throughout 2011
8	Provide NPOs with additional expertise to sustain capacity building efforts	Throughout 2011
9	Continue adding to the BE expert database	Throughout 2011
10	Launch an APO COE for BE website	2Q 2011