



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT IMPLEMENTATION PLAN

10 April 2017

1. **Project Code** 17-IN-92-GE-DON-C-02
2. **Title** Training Course on Customer-oriented Business Excellence Management
3. **Timing and Duration** 30 June–4 July 2017
4. **Venue** Taipei, Republic of China
5. **Implementing Organization** China Productivity Center (CPC)  
2F., No. 79, Sec. 1, Xintai 5th Rd., Xizhi Dist.  
New Taipei City 221  
Republic of China  
Phone: 886-2-2698-2989 ext. 2844  
Fax: 886-2-2698-2976  
e-Mail: 2844@cpc.org.tw
6. **Number of Local Participants** 25 participants (from the CPC, public and private sectors including SMEs)
7. **Background**

The Executive Yuan of the ROC launched the National Quality Award in 1989. It aims to shape the quality of business philosophy and corporate culture, foster the total quality management spirit, and develop enterprises with quality management awareness. In recent years, the quality system has been extended to management levels. By learning about the business excellence (BE) framework, managers can understand what leadership is, how to achieve excellence, the importance of the customer orientation concept, relationship between processes and future development, how to create full-participation mechanisms, ways to involve employees in learning and creating value, and methods to meet social responsibility goals.

Enterprises must integrate the diversified real and virtual channels to meet customers' needs for goods and services and create more innovative business models to remain profitable. In the age of omnichannels, the impact of the customer experience on business sustainability is significantly greater than before. In the past, marketing focused on "touchpoint experience" improvement, but today, when customers have multiple touchpoints, multiple channels, social media access, and full-time Internet connectivity, markets are more competitive. Enterprises need a broad perspective to understand overall consumer behavior to create a consistent customer experience.

The ROC has rich manufacturing experience, competitive industry value chains, and a sound quality system, but when facing the new business environment and challenges, then it needs to strengthen customer-oriented BE management.

## **8. Type of Project**

A five-day training course will be held for CPC staff and others from the public and private sectors.

## **9. Objectives**

- a. To introduce and create demand for customer-oriented BE system implementation in the ROC;
- b. To develop the capabilities of trainers/consultants, engineers, and production managers to innovate customer-oriented BE systems using practical approaches and hands-on workshops; and
- c. To understand comprehensively the philosophy and concepts of customer-oriented BE systems and methodologies, approaches to lean applications, and practical consulting techniques on management systems; and practice improvement in a production or service process.

## **10. Project Schedule**

The project schedule is determined by the APO Secretariat and CPC in consultation with APO experts (see Attachment I). Any adjustment on the agreed project schedule should be communicated and confirmed by the parties concerned.

## **11. Implementation**

This project is to be implemented in close collaboration with the APO Secretariat.

## **12. Roles and Responsibilities**

The roles and responsibilities of the CPC and APO are:

### **CPC**

- a. Organize a five-day training course with the main objective of creating a critical mass of productivity and quality practitioners;
- b. Assign a program manager and local coordinator(s) to organize the course (e.g., meeting room, participants' administration, training materials, exams including collecting the scores and communicating them to the APO Secretariat, site visits, and logistics);
- c. Maintain the overall quality of the training program including ensuring the proper transfer of knowledge from experts to participants;
- d. Inform participants that they must attend the entire program to receive the APO certificate and collect attending participants' signatures every day;
- e. Provide budget not covered by the APO;
- f. Prominently display the APO name and logo on a banner in the training venue on the working days of the project;

- g. Submit a comprehensive report to the APO within one month after completion of the training course; and
- h. Distribute certificates to participants who attended the entire project.

## **APO**

- a. Assign international resource speakers;
- b. Assist the CPC in finalizing the course content in consultation with the resource speakers;
- c. Issue certificates based on the participants' attendance submitted by the CPC; and
- d. Provide administrative and financial support as detailed in the Project Notification.

## **13. Financial Arrangements**

The APO will bear the cost of assigning of international resource speakers and provide financial support to meet the following costs:

- a. Meeting package including meeting room with training facilities and necessary stationery, materials, and documentation based on the agreed details of the training course (the meeting package does not include the cost of accommodation and meals for participants);
- b. Preparing and compiling training material sets for all participants; and
- c. Transportation costs for site visits, if any.

**Tentative budget**

No.	Item	Amount (USD)
1	Meeting package	7,375.00
2	Training material sets	2,650.00
3	Transportation costs for site visit(s)	350.00
	<b>Total</b>	<b>USD10,375.00</b>

The APO will pay implementation costs of up to USD10,000.00 toward the five-day training course, and the CPC will cover any other local implementation costs not covered by the APO.

Upon request by the CPC and after review, the APO will make a bank transfer of 50% of the estimated implementation cost (not more than USD5,000.00) as financial support to the CPC at least 45 days prior to the program.

The CPC will make the agreed expenditures and settle the entire account by providing all necessary proof of payment to the APO after completion of the program. The proof of payment, e.g., bills, payment records, and receipts issued by third parties, must be submitted together at one time, written in clear English, with English translations for all documents not originally written in English. The final payment will be made based on the actual expenditure after the CPC submits the comprehensive report. In general, internal evidence, i.e., expenditure confirmation issued by the implementing organization, is not accepted as proof of payment and will not be reimbursed.

#### **14. Final Project Output**

The project is expected to create a pool of productivity trainers and practitioners in the ROC who can act as trainers/consultants in their fields. Upon completion of the project, the CPC will undertake the following:

- a. Submit a comprehensive report on the training course following the format attached to this document (Attachment II) detailing how the project was carried out, explaining its benefits and possible advantages to stakeholders with as much as information as possible, and describing productivity tool-related technical guidance and consultancy that can be offered by the CPC. The report is to be submitted within one month of project completion and/or together with submitting the evidence for the financial settlement.
- b. Submit publications related to the project if any, e.g., newsletters or website articles written in English or the local language including local media coverage of the event.
- c. Disseminate the knowledge and experience gained on the subject to the public and private sectors through publications, consulting, and training services.
- d. Submit an assessment of the program within six months of project completion.
- e. Report any follow-up actions to the project.



Santhi Kanoktanaporn  
Secretary-General

17-IN-92-GE-DON-C-02

Training Course on Customer-oriented Business Excellence Management:  
30 June–4 July 2017, Taipei, Republic of China

Date	Training Topics/Activities
<p style="text-align: center;">Day 1 Friday, 30 June</p>	<p>Full-day conference (250 participants)</p> <ul style="list-style-type: none"> <li>a. The Internet of Things and Its Impact on Industries and Lifestyles</li> <li>b. BE Assessor Competencies</li> <li>c. Other relevant topics</li> </ul>
<p style="text-align: center;">Day 2 Saturday, 1 July</p>	<p>Lectures</p> <ul style="list-style-type: none"> <li>a. Opening ceremony</li> <li>b. BE Framework and Evaluation Process</li> <li>c. Case Studies of Leading BE Organizations</li> <li>d. Innovative Customer Service Framework and Step-by-step Roadmap</li> </ul>
<p style="text-align: center;">Day 3 Sunday, 2 July</p>	<p>Lectures</p> <ul style="list-style-type: none"> <li>a. Creating and Implementing an Effective Customer Access Strategy</li> <li>b. Case Studies</li> </ul>
<p style="text-align: center;">Day 4 Monday, 3 July</p>	<p>Site visit</p> <p>Two companies: one for benchmarking and another for case study.</p> <p>Group discussion</p>
<p style="text-align: center;">Day 5 Tuesday, 4 July</p>	<p>Wrapping up</p> <p>Group presentations</p> <p>Closing session</p>

17-IN-92-GE-DON-C-02

**PROJECT REPORT FORMAT BY THE IMPLEMENTING NPO**  
**Institutional Strengthening of National Productivity Organizations through the**  
**Development of Productivity Practitioners**

**Guidelines**

It is requested that the implementing NPO present a report on the implementation of the project to the APO Secretariat within one month of project completion.

The report should outline a factual summary of what was achieved during the project together with recommendations on steps to be taken by the APO and NPO to follow up with necessary actions. Another element of the report is an evaluation of the performance of the parties involved and recommendations on measures to be taken by the APO and NPO for improving similar activities in future.

**Format**

**1. Background**

- a. Reason for implementing the project
- b. Objectives
- c. Venue and timing

**2. Summary of project implementation**

- a. Program content, methodology, and mode of delivery
- b. Type and number of participants
- c. Names and designations of local experts, if any, indicating the roles played by them
- d. Participants' understanding, i.e., based on results before and after the exams
- e. Description of site visits including how they facilitated the learning process
- f. Limitations in conducting the project
- g. Overall summary including effectiveness, room for improvement, linkage of the project to objectives, etc.

**3. Evaluation**

- a. Suitability of topics of the program selected, indicating the applicability of techniques taught to the local situation
- b. Duration allocated for the various topics
- c. Lead time for planning and preparing the activities
- d. Assessment of the implementing NPO
- e. Performance of resource persons
- f. Involvement of those attending
- g. Training materials and equipment
- h. Physical arrangements

#### **4. Recommendations**

#### **5. Follow-up activities**

- a. Steps to be taken by the APO and NPO to follow up the completed project and ensure multiplier effects including efforts to link the project and methods to overcome current challenges, indicating whether seminars, training courses, symposia, consulting services, or other activities would be beneficial
- b. The feasibility of developing case study materials resulting from the project including publications

#### **6. Attachments**

- a. Detailed schedule/itinerary
- b. Organizations and persons, with their official designations, visited
- c. Names and designations of participants
- d. Any other supporting material such as press and magazine clippings, photographs, etc.