

Asian Productivity Organization

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PROJECT NOTIFICATION

11 April 2012

1. **Project Code:** 12-IN-33-GE-TRC-A
2. **Project Title:** Training Course on Management Consultancy for SMEs
3. **Duration:** 3–14 September 2012
4. **Venue:** Tokyo and Nagoya, Japan
5. **Implementing Organization:**
Japan Productivity Center (JPC)
Address: 1-1 Shibuya 3-chome, Shibuya-ku
Tokyo 150-8307
Telephone: (81) 3-3409-1135
Facsimile: (81) 3-3409-5880
6. **Number of Overseas Participants:** Up to 18 qualified participants
7. **Number of Local Participants:** Up to six qualified participants
8. **Closing Date for Nominations:** 4 July 2012

All nominations along with the **completed biodata** form and medical certificate of the nominees should reach the APO Secretariat by the above date. Selection of participants will be completed immediately after this date. Member countries are requested to inform the APO Secretariat as soon as possible if they decide not to nominate anyone for the project.
9. **Objective:** To train participants to undertake integrated strategic management consultancy services, especially for SMEs, encompassing the functional areas of management strategy, production, marketing and human resources development (HRD).

10. Background

The APO, in collaboration with the JPC, the NPO of Japan, has organized training courses on management consultancy-related topics since 1964 as one of its core programs (training courses). Strengthening and promoting the development of SMEs is one of the APO's strategic directions. SMEs play a crucial role in the economies of all countries, and APO members have realized that they should improve operations at the micro level by supporting SME performance through a well-designed management framework.

Emphasis is placed on strategic management, which encompasses all functional areas including production, marketing, HRD, financing, and R&D. However, with the exception of very large ones, most companies do not have the in-house capacity to develop and exercise strategic management to improve their immediate and long-term competitiveness. Those companies need external consultants to undertake strategic management.

This program is designed to enhance the competency of consultants of NPOs or similar institutions in the area of strategic management consultancy for productivity improvement by focusing on production, marketing, HRD, and integrated strategic management. At the end of the training course, the participants are expected to have acquired the:

- (1) Techniques and skills necessary to help them in their consultancy work for SMEs;
- (2) Knowledge necessary to help SMEs formulate improvement plans;
- (3) Ability to identify operational deficiencies and prioritize opportunities for improvement in SMEs; and
- (4) Ability to develop and implement practical, cost effective-solutions to enhance the profitability and ultimately sustain the growth of SMEs.

The participants are required to prepare a strategic plan beforehand for a selected client/company. They should gather baseline information including the vision and mission, objectives, and performance indicators. Participants will present their strategic plans in the first week of the course. The plans will be refined/improved during the course. The finalized strategic plans will be presented at the end of the course.

11. Scope and Methodology

Scope

- Overall framework of management consultancy for SMEs;
- Consulting skills in observing overall management function and management analysis in SMEs;
- Integrated analytical consulting techniques in the strategic management of the major functional areas of management;
- Observational site visits to learn best practices; and
- Individual action plans for the strategic planning process.

Methodology

Lectures and discussions, exchange of consultancy experiences, presentations of case studies, company visits, presentation of individual action plans, and examination.

12. Requirements of Candidates

- a) Age: Preferably between 35 and 50 years.
- b) Education: Preferably university degree or higher qualification.
- c) Present Position: Consultants/trainers of NPOs 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.
- d) Experience: At least five years of experience in consulting and system development for productivity improvement.
- e) Postproject Activity: Participants should submit reports on management consultancy activity to the APO and his/her NPO six months after participation in this project to present how (s)he applied the knowledge, skills, and experience from the training to actual practice.
- f) Language: Proficiency in written and spoken English is essential for this two-week intensive and interactive program. Those who are not proficient in English should not apply.
- g) Health: Physically and mentally fit to attend an intensive program entailing strenuous travel and several plant/field visits.

13. Financial Arrangements

- a) **To be borne by the APO**
 - i) Round-trip economy-class international airfare by the most direct route between the international airport nearest to the participants' place of work and Tokyo, Japan, for participants from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal, and for participants from SMEs and nonprofit organizations from other APO member countries. As far as practicable, all participants should purchase discounted tickets. Please note that any arrangements for the purchase of air tickets should be in accordance with the "Guide on Purchases of Air Tickets for APO Project Participants" on page 16 of the *APO Guide for Participants*, which is available on the APO website at <http://www.apo-tokyo.org> and from APO Liaison Officers in member countries. Please note that no additional per diem allowances will be provided due to early arrival, delayed departure, rerouting of tickets, or any other reason whatsoever.
 - ii) The cost of hotel accommodations (including tax and service charges) and a per diem allowance for three overseas participants for up to 13 days.
 - iii) All assignment costs of overseas resource persons.

b) To be borne by the host country—Japan

- i) The cost of hotel accommodations and a per diem allowance for 15 overseas participants for up to 13 days.
- ii) Other local implementing costs in Japan.

c) To be borne by participants or participating countries

- i) For participants from profit-making organizations, except for SMEs, from APO member countries other than Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.

- (1) Round-trip international airfare between the member country and Tokyo; and
- (2) Participating Country Expenses at US\$50.00 per participant, payable to the APO in convertible currency.

- ii) For all participants

- (1) Participants must be fully insured in Japan, regardless of any insurance coverage obtained in their own country, against accident and illness (including hospitalization and death) for:

- accidental death and dismemberment up to 4,000,000 yen,
- medical expenses for accident up to 4,000,000 yen, and
- medical expenses for illness up to 4,000,000 yen

for the entire duration of the project. The APO will secure this insurance on behalf of the participants in the host country from the day before project commencement until the day after project completion. Each participant must pay the premium himself/herself from the per diem allowances provided. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident or illness.

- (2) 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 on account of early arrival, late departure, or rerouting of air tickets, for example, due to either limited available flights or any other reason whatsoever.

- (3) Any expenses related to visa fees and airport taxes.

14. Actions by Participating Countries

- a) Each member country is requested to nominate two or more qualified candidates in accordance with Section 12 above. Please ensure that candidates nominated meet the qualifications specified above.

- b) We will not accept any form of self-nomination. All nominations must be endorsed and submitted by an APO Director, Alternate Director, Liaison Officer, or their designated officer.

- c) Please note that nomination does not necessarily guarantee that a candidate 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. Sometimes candidates are not selected because they are overqualified.
- d) Each nomination should be accompanied by the documents listed below. A nomination lacking any of these documents may not be considered:
 - i) 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. Downloading information is also available from 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.
 - ii) 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 for this particular project self-declaration is sufficient for candidates without any of the health conditions or illnesses enumerated on the reverse side of the medical form. However, for all others, medical certification by a recognized physician on the reverse side of the medical form is required.
- e) Member countries are encouraged to submit the necessary documents electronically as mentioned in (d)-(i). 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 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 specify the candidate's name and the project code on the reverse side of the photograph.
- f) Member countries are requested to abide by the nomination deadline specified in Section 8 on the first page. The APO 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.
- g) Under normal circumstances, candidates who are selected after the initial screening will be informed of their acceptance at least four weeks prior to commencement of the project.
- h) Member countries are requested to inform candidates that, once selected, they are not to bring family members or to engage in any private business activities during the entire duration of the project.
- i) Further, if they should become unable to take part, the NPOs concerned are requested to inform the APO and implementing organization **promptly** of their reason for withdrawal. Member countries and selected candidates are reminded that last-minute withdrawals and no-shows result in unnecessary expense and waste resources and therefore must be avoided.

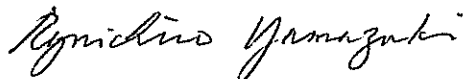
- j) Each selected candidate is required to arrive at the venue one day before the start of the official project. Also, he/she is expected to return home upon completion of the official project because he/she is visiting the host country for the specific purpose of attending this APO training course.

15. Preparation of Individual Reports

Each selected candidate is requested to prepare an individual report on management consultancy experience following the guidelines to be provided later. Submission is required before attending this training course. The report will undergo an expert review at the end of the course.

16. Guide for Participants

Other conditions for participation are given in the APO "Guide for Participants" which is available from the APO Liaison Officers/NPOs in member countries and on the APO homepage (http://www.apo-tokyo.org/05part_guide.htm).



Ryuichiro Yamazaki
Secretary-General