



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

4 June 2014

1. **Project Code** 13-IN-81-GE-OSM-B
2. **Title** Multicountry Observational Study Mission on Implementation of Lean Manufacturing in SMEs
3. **Timing and Duration** 15–19 September 2014 (five days)
4. **Venue** Kuala Lumpur, Malaysia
5. **Implementing Organization** Malaysia Productivity Corporation
Address: P.O. Box 64, Off Jalan Sultan, Lorong Produktiviti 46904, Petaling Jaya, Selangor, Malaysia
Phone: 60-3-7951-2314
Fax: 60-3-7958-1697
6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, Fiji, India, Indonesia, IR Iran, Lao PDR, Mongolia, Pakistan, Philippines, Singapore, 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 from
8. **Closing Date for Nominations** 31 July 2014

9. Objectives

To observe and share the best practices of lean manufacturing systems implemented by SMEs in the host country which can be utilized to improve productivity and product quality. The participants are expected to tap the knowledge and experiences gained during the mission and apply the best practices in their organizations.

10. Background

Lean manufacturing systems involve the systematic elimination of all types of waste in production and related processes. “Lean” also involves the concept of continuous production flow to satisfy customer demand by minimizing production lead time. The objective is to get the needed items to the right place at the right time in the right quantity and quality. The process requires identifying and eliminating activities that do not add value to the process of design, production, logistics, and customer relations. Lean systems have been widely adopted by industries and other sectors in many countries.

The lean system was developed originally by Toyota Motor due to its complicated operations. It has become more widespread with the business success of Toyota. The “Toyota way” became a topic studied in business schools, and “lean” is used by many consulting firms and in

academia as a synonym for the Toyota production system. To achieve the objectives of lean systems, several techniques and concepts are indispensable, including just-in-time inventory, the pull concept, small-lot production, total quality management, supply chain management, and value stream mapping.

As part of the APO's strategic direction to strengthen SMEs in member countries, this study mission is being organized to provide participants with the opportunity to learn from and examine best practices of SMEs in the Malaysia and to encourage greater competitiveness among Asian SMEs by adapting those practices to their own companies.

At the end of this observational study mission, the participants are expected to prepare action plans based on what they learned. The plans will be shared with NPOs and heads of participants' organizations. Participants will be requested to submit progress reports to the APO on action plan implementation six months after completion of the project.

11. Scope and Methodology

Scope

The tentative modules to be covered are:

- a. Concepts and strategic planning for lean manufacturing systems;
- b. Methodologies for and approaches to lean applications;
- c. Practical techniques in the management of manufacturing systems; and
- d. Observing best practices of lean applications in selected organizations.

Methodology

The study mission will consist of interactive sessions, lectures, group discussions, observational site visits, conference, and presentation of action plans.

The tentative schedule of the training course is given below:

Date/Time	Activity
Sun., 14 Sept. 2014	Arrival of participants in Kuala Lumpur
Mon., 15 Sept.	Opening session, course overview, and lectures
Tues., 16 Sept.	Lectures and group discussions
Wed., 17 Sept.	Lean Summit Conference
Thurs., 18 Sept.	Site visits and lectures
Fri., 19 Sept.	Action plan preparation and presentation
Sat., 20 Sept.	Departure of participants

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Top managers of SMEs or NPO consultants who are dealing with SMEs in the service sector.
Experience	At least five years in a related field.
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 do not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 30 and 50 years of age.
APO Certificate	Participants are required to attend all mission activities to receive the APO certificate of attendance.

13. Financial Arrangements

To be borne by participants or participating countries

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

- a. Round-trip international airfare between the member country and Kuala Lumpur; and
- b. Participating Country Expenses at US\$50.00 per participant, payable to the APO in convertible currency.

For all participants:

- a. 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.
- b. All expenses related to visa fees and airport taxes.
- c. 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 six 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 Kuala Lumpur 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 the arrangements for the purchase of air tickets should follow the "Guide on Purchases of Air Tickets for APO Project 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.

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). 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, 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 send the originals of the documents to the APO Secretariat by postal mail 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 will 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 5 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

The 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," which will be attached to a circular letter 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 project.

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 (www.apo-tokyo.org).



Mari Amano
Secretary-General