



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

15 December 2015

1. **Project Code** 16-IN-17-GE-WSP-B
2. **Title** Workshop on Knowledge Management for SME Top Management
3. **Timing and Duration** 6–10 June 2016 (five days)
4. **Venue** Phnom Penh, Cambodia
5. **Implementing Organization** National Productivity Centre of Cambodia, Ministry of Industry and Handicraft  
Address: No. 45 Norodom Blvd., Phnom Penh, Cambodia  
Phone: 855-15541800  
Fax: 855-23-222243  
e-Mail: cambodialiaison@ymail.com
6. **Number of Overseas** Up to 18 qualified participants from Bangladesh, Republic of China, Fiji, India, Indonesia, IR Iran, Lao PDR, Malaysia, Mongolia, Nepal, 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** 1 April 2016
9. **Objectives**
  - a. To discuss applications of knowledge management (KM) tools and techniques in SMEs and share the best practices and success stories of KM applications.
  - b. To enhance the knowledge and capabilities of top managers of SMEs and strengthen the competitiveness of SMEs through KM initiatives.
10. **Background**

SMEs are essential sources of entrepreneurship, employment, and innovation. SMEs must emphasize the competitive advantages of their products and services. Knowledge or know-

how becomes an intangible resource that provides a competitive advantage and a consistent way of managing it. Knowledge is rapidly becoming the most important asset of virtually all organizations; and SMEs are no exception. SME top managements need to manage knowledge for the same reasons as larger organizations. SMEs will be able to gain a competitive advantage through their ability to manage and exploit knowledge.

KM is a discipline that enables individuals, teams, organizations, and communities to capture, store, share, and apply their knowledge collectively and systematically to achieve specific objectives. It can deliver a competitive advantage through greater competency and synergy, more balanced decisions with fewer errors, more creativity and innovation, broader collaboration and knowledge sharing, and easier links to expertise and understanding.

Looking into these needs and ways to overcome the challenges faced by SMEs, and in line with the APO publication *Practical KM Guide for SME Owners* in 2010, this workshop will allow SME top managers to discuss and share knowledge on KM applications before adopting them in their companies.

## **11. Scope and Methodology**

### **Scope**

Basic concepts and benefits of KM implementation for SMEs, the APO KM framework and implementation approach, importance of IT for KM, case studies on best practices of KM in SMEs, and KM challenges for SMEs.

### **Methodology**

Lectures by resource speakers, country paper presentations, case study presentations, group discussions on KM for SMEs, observational site visit to SME, and preparation of action plans.

The tentative program of the workshop is given below:

<b>Date</b>	<b>Activity</b>
Sun., 5 June 2016	Arrival of participants in Cambodia
Mon., 6 June	Opening session, resource speakers' presentations, country paper presentations
Tues., 7 June	Resource speakers' presentations
Wed., 8 June	Resource speakers' presentations, site visit to relevant SME
Thurs., 9 June	Group discussion and action plan preparation
Fri., 10 June	Group presentations, summing-up session, and closing ceremony
Sat., 11 June	Departure of participants

## **12. Qualifications of Candidates**

The participants are expected to possess the following qualifications:

Present Position	SME owners and founders as well as KM consultants and practitioners involved in implementing KM frameworks in SMEs to strengthen their capacities.
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Experience	At least five years of experience in a related field.
Education	University degree or equivalent qualification from a recognized 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 to 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. 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 Phnom Penh. 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](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 whole duration 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 selected participants will be required to submit a paper prior to departure of 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/asset/docs/participant\\_guidebook.pdf](http://www.apo-tokyo.org/asset/docs/participant_guidebook.pdf)).



Mari Amano  
Secretary-General