



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

7 November 2016

- 1. Project Code** 17-IN-28-GE-TRC-B
- 2. Title** Training Course on Business Excellence for SMEs
- 3. Timing and Duration** 28 February–3 March 2017 (four days)
- 4. Venue** Singapore
- 5. Implementing Organization** SPRING Singapore

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- 6. Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Republic of China, Fiji, India, Indonesia, IR Iran, Japan, Republic of Korea, Malaysia, 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** 31 January 2017
- 9. Objectives**
 - a. To strengthen national business excellence (BE) strategies for SMEs and promote the BE concept and assessment tools for SMEs; and
 - b. To share and exchange information on and experience in best practices in BE adoption in SMEs.

10. Background

The BE framework is a dynamic tool for managing organizations to improve competitiveness and productivity. Using the BE framework, organizations can identify strengths and opportunities and then align management systems and processes to create an environment for sustainable, continuous improvement. In 2009, SPRING Singapore was designated by the APO as its Center of Excellence (COE) on BE to assist other APO member countries in developing and strengthening their BE initiatives. The COE on BE has conducted a series of activities including research, sharing of best practices, building competencies of BE experts, and transferring knowledge to other member countries. More recently, the APO and COE have assigned BE experts to member countries to help develop their BE strategy development for the public sector.

Strengthening the capabilities of SMEs is a key focus for almost all APO members. Under the Center of Excellence on BE, the APO published *Understanding Business Excellence: An Awareness Guidebook for SMEs* and *Implementing Business Excellence: An Implementation Guidebook for SMEs*. Those volumes will be used in this training course to help SMEs adopt the BE framework and become more productive. This training course will also support SMEs in utilizing simple self-assessment tools with improvement reports and action plans.

11. Scope and Methodology

Scope

- a. Key challenges in BE adoption by SMEs;
- b. Strategies for BE adoption in SMEs;
- c. Supporting BE adoption by SMEs with specific reference to Singapore; and
- d. Action plan for implementing BE in SMEs.

Methodology:

Lectures, attending the Winners Sharing Conference, country presentations, group discussions, and developing action plans.

The tentative program of the training course is given below:

Date/Time	Activity
Mon., 27 February 2017	Arrival of participants in Singapore
Tues., 28 February	Opening session, course overview, lectures, country presentations.
Wed., 1 March	Lectures, group discussions.
Thurs., 2 March	Attending the Winners Sharing Conference.
Fri., 3 March	Developing action plans, evaluation, and closing session.
Sat., 4 March 2017	Departure of participants

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	BE practitioners, consultants, and assessors involved in implementing BE frameworks from SMEs, NPOs, and other organizations.
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Experience	At least five years of experience in BE/quality awards and related fields.
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 not nominate candidates likely to suffer from physical and mental stress.
Age	Candidates who fit the above profile are typically between 35 and 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

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

- a. Round-trip international airfare between the member country and Singapore; and
- b. Participating country expenses of US\$50.00 per participant, payable to the APO in convertible currency.

For all participants

- a. All participants should be fully insured against accident and illness (including hospitalization and death) for the principal sum of US\$10,000 for the entire duration of the project and travel and must submit to the APO before participation a copy of the comprehensive travel insurance certificate valid in Singapore. 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. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident or illness.
- b. Any expenses incurred by participants for stopovers on the way to and from the project

venue or for extra stay at the project venue before and/or after the official project period due to early arrival, late departure, or any other reason.

- c. All expenses related to visa fees and airport taxes.

To be borne by the host country

- a. Per diem allowances and hotel accommodations for up to 18 overseas participants for up to five days at the rate to be specified later.
- b. Assignment costs for local resource persons.
- c. 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 nearest international airport from the place of work and Singapore 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 follow 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.

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 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 all four 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” 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 (www.apo-tokyo.org).



Santhi Kanoktanaporn
Secretary-General