



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

2 December 2015

- 1. Project Code** 16-IN-36-GE-TRC-B
- 2. Title** Training Course on Total Quality Management for SMEs in the Service Sector
- 3. Timing and Duration** 30 May–3 June 2016 (five days)
- 4. Venue** Taipei, Republic of China
- 5. Implementing Organization**
China Productivity Center
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New Taipei City 221, Republic of China
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- 6. Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, 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** 31 March 2016
- 9. Objectives**

The objectives of this training course are to:

- a. Understand the concept, tools, and practices of total quality management (TQM) in the service sector
- b. Exchange the best practices of TQM in service organizations;
- c. Understand the reasons for TQM failure in service organizations;
- d. Understand the need for TQM practices in service organizations; and
- e. Propose guidelines for effective implementation of TQM in service organizations.

10. Background

Organizations are facing growing challenges from global competition and the needs of increasingly sophisticated customers. To improve product or service quality, most organizations are applying various methods including TQM to achieve growth as well as sustainable profitability.

TQM is viewed as a comprehensive, structured approach to organizational management which helps to improve the quality of products and services through ongoing refinements in response to continuous feedback. With the aim of radically transforming enterprises through progressive changes in attitudes, practices, structures, and systems, TQM encompasses many aspects of operations beginning at the lowest level focusing on customer requirements, delivering products and services satisfactorily to production systems, and ensuring quality in all steps in the process.

TQM has shown great success in manufacturing companies and is now being rapidly adapted in the service sector with its customer orientation. TQM looks at an organization as a “system” and incorporates improvement efforts to enhance the structure so that customer (both internal and external) needs are met and streamlined for cost-effective, service-oriented approaches.

As part of the APO’s strategic direction of strengthening SMEs in member countries, it has organized e-learning courses and face-to-face training courses related to TQM for nearly 10 years. This training course will focus on SMEs in the service sector to enable participants from service enterprises to understand the basic concepts of TQM and how to apply it in their organizations.

11. Scope and Methodology

Scope

TQM concepts, benefits, and methodology;

Necessity for quality management in the service sector;

Useful tools and techniques for the implementation of TQM in the service sector; and

Best practices of TQM implementation for SMEs in the service sector.

Methodology

Interactive lectures, country paper presentations, observational site visits, group discussion, and preparation of action plans.

The tentative program of this training course is given below:

Date/Time	Activity
Sun., 29 May 2016	Arrival of participants in Taipei
Mon., 30 May	Opening session, expert presentations, and discussions
Tues., 31 May	Expert presentations, country paper presentations
Wed., 1 June	Site visits
Thurs., 2 June	Expert presentations, group discussion, and presentation of discussion results
Fri., 3 June	Action plan preparation, summing-up session, and closing
Sat., 4 June	Departure of participants

12. Qualifications of Candidates

Present Position	SME owners and executives from the service sector, TQM practitioners and consultants in the service sector, and NPO staff dealing with SMEs in the service sector.
Experience	Preferably five to 10 years of experience in a related field.
Education	University degree from a recognized university/institution or equivalent qualification/experience.
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 35 and 55 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 Taipei.
- b. Participating country expenses of USD50.00 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 the Republic of China. 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. 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 Taipei. As far as practicable, all participants should purchase discount tickets. Please note that the arrangements for the purchase of air tickets should follow the "Guide on Purchases of Air Tickets for APO 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 Participating 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 informed 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 five 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).



Mari Amano
Secretary-General