



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

21 August 2014

1. **Project Code** 14-RP-41-GE-SMN-A
2. **Title** Study Mission to a Nonmember Country on Business and Service Models of NPOs
3. **Timing and Duration** 2–4 December 2014 (three days)
4. **Venue** Houston, Texas, USA
5. **Implementing Organizations**

Asian Productivity Organization
Leaf Square Hongo Building 2F
1-24-1 Hongo, Bunkyo-ku
Tokyo 113-0033, Japan
Phone: 81-3-3830-0411
Fax: 81-3-5840-5322
e-Mail: apo@apo-tokyo.org
Website: <http://www.apo-tokyo.org>

APQC (American Productivity & Quality Center)
123 N. Post Oak Ln., Houston, TX 77024, USA
Phone: 1-713-681-4020
Fax: 1-713-681-8578
Website: <http://www.apqc.org/>
6. **Number of Participants** Up to 18 qualified participants
7. **Closing Date for Nominations** 10 October 2014
8. **Objectives**
 - a. To learn about the advanced service model of the APQC including benchmarking, research, and advisory services;
 - b. To examine the APQC's sophisticated business model including its membership structure, online knowledge base, and customer relationship management system; and
 - c. To discuss how NPOs can enhance/extend their service lineups and expand their revenue streams by applying key findings from the APQC model.

9. Background

Expanding revenue streams while addressing rapidly changing customer needs is becoming more crucial for NPO management. This study mission will provide NPO heads and senior managers with opportunities to learn from sophisticated business and service models as well as to discuss their current and future models by visiting the APQC. The APQC is one of the most established and successfully commercialized productivity and quality improvement bodies and has provided services to more than 400 members for decades. It has agreed to share knowledge of its history, business domains, and service models covering productivity and quality increases, benchmarking, knowledge management, business excellence services, and its well-known online knowledge base. This study mission will also provide a venue to share and discuss the current business and service models and related challenges of NPOs.

10. Scope and Methodology

Scope

NPOs' service models to address rapidly changing customer needs, with the primary focus on:

- a. The APQC's history including the expansion of its scope from mere productivity to quality, knowledge, and innovation;
- b. The APQC's service lineups including benchmarking, research, and advisory services;
- c. The APQC's sophisticated business model including its membership structure, online knowledge base, and customer relationship management system;
- d. How customers utilize APQC services; and
- e. How NPOs can adapt key learning points gained through the visit.

Methodology

Presentations by APQC executive managers and experts, a site visit to a client of the APQC, and facilitated discussions on key findings.

Tentative Schedule

Date/Time	Activity
Mon., 1 December 2014	Arrival of participants in Houston, Texas
Tues., 2 December	Opening session Presentations by executive managers of the APQC
Wed., 3 December	Presentations by executive managers and experts of the APQC Site visit to an APQC client
Thurs., 4 December	Facilitated discussion of key findings Closing session
Fri., 5 December	Departure of participants

11. Qualifications of Candidates

Since this study mission will focus on NPO business and service models, participants are exclusively limited to NPO heads and/or executive managers in the position of making strategic decision on the management of NPOs.

Present Position	Those who manage and set strategic directions of NPOs, preferably NPOs heads.
Language	All presentations and discussions of the project are conducted in

English, and participants are frequently required to make oral comments. They must therefore be proficient in spoken and written English.

12. Financial Arrangements

To be borne by the APO

- a. Appropriate hotel accommodations and per diem allowances for all participants for up to five days in the USA.
- b. Other local expenses related to the study mission.
- c. All assignment costs of resource persons.

To be borne by participants or participating countries

- a. Round-trip international airfare between the member country and Houston, Texas.
- b. Any travel expenses related to travel insurance costs, passport renewals, visa fees, and airport taxes.
- c. Participants must be fully insured against accident and illness (including hospitalization) for a principal sum of US\$10,000.00 for the entire duration of the project and travel. Neither the APO nor the implementing organization will be responsible for any eventuality arising from accident or illness.
- d. 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.

13. Actions by Member Countries

- a. Member countries are requested to notify the Secretariat of the names and other details of the individuals who are nominated to attend this mission no later than 10 October 2014. **Given the stricter procedures now in force for obtaining entry visas to the USA, all NPOs must observe this deadline.**
- 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 Research & Planning Department, APO Secretariat (e-mail: rp@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 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 workshop.
- l. NPOs should inform participants that they must attend all three days of the project to qualify for the certificate of attendance.

14. 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.

15. Preproject Preparation

Participants in this study mission are required to prepare a short paper on their NPOs' business challenges prior to departure for the project venue. The Secretariat will provide more details on the paper after the completion of participant selection.



Mari Amano
Secretary-General