



ASIAN PRODUCTIVITY ORGANIZATION

## PROJECT NOTIFICATION

16 May 2014

1. **Project Code** 14-IN-90-GE-CON-A
2. **Title** Top Management Forum: Corporate Strategies for Global Management and Competitiveness for SMEs
3. **Duration and Timing** 25–27 November 2014 (three days)
4. **Venue** Seoul, Republic of Korea
5. **Implementing Organization** Korea Productivity Center (KPC)  
57-1 Sajik-ro, Jongno-gu, Seoul 110-751  
Republic of Korea  
Phone: 82-2-724-1180  
Tax: 82-2-737-9140
6. **Number of Overseas Participants** Up to 25 participants
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 19 September 2014
9. **Objectives**
  - a. To understand the current status and trend of global strategy and develop a new global strategy for SMEs
  - b. To study practical strategy and management for creating new business in global context, sharing successful cases in advanced countries
  - c. To provide top executives of SMEs with insights on future global strategy and management, including the development of BOP (Base of Pyramid) business, social innovation, etc.
  - d. To discuss how APO member countries can improve strategic capabilities of SMEs for globalization and competitiveness

## 10. Background

In the dynamic world of today, intense global competition, advances in technology, and rapid changes in the business environment are focusing enterprises to become more agile. Corporate agility is about firm's ability to adapt quickly to change, constantly innovate across the value chain, engage customers to create new value, and become integrated into the global market. In light of the rapidly changing global management environment and increased business competition, the significance of the Top Management Forum as a platform to discuss and share emerging management topics has been recognized among APO member countries.

Realizing the importance of the productivity improvement of SMEs in the global business environment, the APO organized Top Management Forum on "Asian Dynamism and Global Management" in 2011, "Corporate strategies for driving sustainability in the Asia-Pacific" in 2012, and "Information and Communication Technology for SMEs" in 2013.

This year, the forum aims to share information on state-of-the-art corporate management for global competitiveness adopted and promoted by prominent global companies from advanced countries. Enterprises therefore need to identify their core competence and corporate culture, determine what they value most, and modify their global management systems to suit global context.

At the end of this Forum, the participants are expected to prepare action plans and prepare how to implement it in their organization based on what they learned and discussed. The plans will be shared with NPOs and heads of participants' organizations.

## 11. Scope and Methodology

### Scope

- a. Understand the current status and new trend of global strategy and management
- b. Consider how small and medium-sized enterprises modify their existing systems for developing effective global strategy and management
- c. Learn best practices and success cases of global management
- d. Discuss future global strategy and management and build action plan

The forum will consist of lectures by business and academic experts, field visit(s), discussions among participants, and presentations by participants.

The tentative program of the forum is given below:

<b>Date/Time</b>	<b>Activity</b>
Mon., 24 November 2014	Arrival of participants
Tue., 25 November	Opening session Presentations(1)
Wed., 26 November	Presentations(2) / Country Presentations Group discussion and action plan
Thu., 27 November	Site visit Wrap-up session Closing ceremony
Fri., 28 November	Departure of participants

## 12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Owners and top executives of SMEs; high-ranking government officials in charge of SME policies; and NPO heads/executives officers involved in strengthening SMEs.
Experience	Substantial work experience in relevant areas.
Education	Bachelor's degree from a university or equivalent qualification as a minimum requirement, and preferably a graduate degree.
Language	Proficiency in written and spoken English is essential.
Health	Physically and mentally fit to attend an intensive program entailing strenuous travel and several plant/field visits.
Age	Candidates who fit the above profile are typically between 35 and 55 years.
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 must be fully insured against accident and illness (including hospitalization and death) for a principal sum of US\$10,000.00 for the entire duration of the project and travel and must submit to the APO a copy of the comprehensive travel insurance certificate before participation. Such insurance must be valid in the countries to be visited. If a participant is unable to arrange for insurance coverage in the host country at the start of the project, he/she must pay the premium himself/herself out of the per diem allowances provided. 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 on account of early arrival, late departure or rerouting of air tickets, for example, due to either limited available flights or any other reason.

### To be borne by the host country

- a. Hotel accommodations and per diem allowances for 25 overseas participants for four days at the rate to be prescribed later.
- b. All local implementation costs.

## **To be borne by the APO**

- a. All assignment costs for 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 Seoul, Republic of Korea. 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 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 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 program.
- l. NPOs should inform participants that they must attend all three 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. 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](http://www.apo-tokyo.org)).



Mari Amano  
Secretary-General