



PROJECT NOTIFICATION

Ref. No.: 22-RC-13-GE-RES-A-PN2200096-001

Date of Issue	30 September 2022
Project Code	22-RC-13-GE-RES-A
Title	Research on Emerging Needs of APO Member Economies
Timing and Duration	November 2022–March 2023 (five months)
Hosting Country(ies)	Not Applicable
Modality	Digital Multicountry
Implementing Organization(s)	APO Secretariat
Participating Country(ies)	Republic of China, Japan, Republic of Korea, and Singapore
Qualifications of National Experts	National experts should have more than 10 years of business consulting experience for SMEs and large corporations, with extensive knowledge of industrial research involving interviews or surveys
Qualifications of Chief Expert	Extensive knowledge of and experience in undertaking international research or consultancy projects, with a track record of conducting national-level need assessment analysis of socioeconomic issues related to productivity enhancement and innovation
Nomination of National Experts	All nominations must be submitted through National Productivity Organizations of member countries
Closing Date for Nominations of National Experts	4 November 2022

1. Objectives

- a. Identify emerging needs for productivity enhancement in selected developed APO member economies by analyzing firms' success factors in navigating the pandemic.
- b. Examine how deployment of best business practices could affect productivity in participating members.
- c. Provide guidelines on successful business practices in private-sector firms for widespread adoption in APO member economies.

2. Background

The ongoing COVID-19 pandemic has halted socioeconomic progress in many areas. On the other hand, disruptions brought about by the pandemic provide valuable lessons on how to maintain progress in the years to come. The question of why some firms are able not only to survive but also to expand during difficult times may only be explored through successful examples. Factors determining firms' resilience in navigating turbulence could help shape subsequent success and inspire other firms to avoid slumps.

Ensuring that productivity enhancement remains relevant for socioeconomic progress requires identification of productivity challenges and needs. As the global pandemic has disrupted almost all aspects of life, the approaches to and focus areas of productivity enhancement have also shifted. Digitalization, for example, may boost firm productivity but it can only be achieved if certain conditions can be met. The crisis can also affect the allocation of capital and labor across firms and sectors with unknown effects on productivity. Widening skill gaps due to digitalization leading to job and productivity losses need to be anticipated. These require deeper exploration of what firms need to know to help ensure success postpandemic.

Advanced APO member economies like the Republic of China, Japan, Republic of Korea, and Singapore faced different challenges during the pandemic and addressed those challenges efficiently by adopting digital technologies swiftly. That contributed to productivity enhancement in their private sectors. Hence, it is critical to identify and examine success factors in high-growth private-sector firms in developed APO member economies. The successful strategies they followed could be adapted as a guide for replication in other enterprises and member economies for productivity enhancement.

By focusing on private-sector firms to understand their successful strategies, this project will generate recommendations on approaches to and techniques for successful business operations. Those recommendations will allow replication and continuous improvement by more firms using similar approaches in other APO members.

3. Scope and Methodology

Scope

- a. Digital technology adoption in developed APO member economies
- b. Innovative strategies for resilience in private enterprises
- c. Need assessment of selected industries for productivity enhancement

Methodology

- a. In-country research: Each national expert will collect and analyze data and write a preliminary report based on the research framework circulated prior to the coordination meeting. The reports will be finalized after the coordination meeting.
- b. Coordination meeting of experts: A coordination meeting to finalize the research methodology and framework will be organized. The preliminary reports detailing country-specific situations will be presented in this meeting for feedback from other experts. The virtual sessions will be around three hours each day. The indicative agenda items are:

Day 1:

- Research overview
- Research framework
- Methodology and scope
- Data availability and sources
- Preliminary research findings

Day 2:

- Agreement on research framework, format of the final report, and timeline
- Final publication requirements

4. Tasks of Experts

Chief Expert

- a. Develop the overall framework and guidelines for the research.
- b. Present the research framework, methodology, and report structure during the coordination meeting.
- c. Review the drafts and provide feedback to the national experts to ensure the quality of the work.
- d. Provide support and advice to the national experts in conducting the research.
- e. Prepare the final report and submit it to the APO Secretariat by the deadline.

National Experts

- a. Collect data at national level following the methodology and framework provided.
- b. Write country reports on the analyses and findings based on the data collected.
- c. Present the preliminary analysis during the coordination meeting.
- d. Revise the reports following the agreement during the coordination meeting and reflect the comments of the chief expert and APO Secretariat.
- e. Cooperate with the chief expert to ensure the quality and consistency of the final report.
- f. Submit the reports following the agreed format to the chief expert and APO Secretariat by the deadline.

5. Financial Arrangements

To be met by the APO

- a. Honoraria for the chief and national experts.
- b. All assignment and relevant research costs.

To be met by experts or participating members

All local implementation costs incurred by national experts when collecting data at the national level.

6. Actions by APO Members

- a. APO members are requested to nominate candidate national experts before the deadline.
- b. Each nomination must be accompanied by the APO biodata form and uploaded to the APO Document Management System (DMS)/Fleekdrive by the NPO. The biodata form is available on the APO website.

7. Actions by the APO Secretariat

- a. Identify and invite a chief expert to lead the research until its completion.
- b. Coordinate all arrangements related to the research activities.



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