



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

12 July 2013

1. **Project Code** 13-IN-17-GE-WSP-B
2. **Title** Workshop on Knowledge Management for SME Leaders
3. **Timing and Duration** 14 – 18 October 2013 (five days)
4. **Venue** Taipei, Republic of China
5. **Implementing Organization** China Productivity Center (CPC)

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6. **Number of Overseas Participants** Up to 18 qualified participants from Bangladesh, Cambodia, Fiji, India, Indonesia, IR Iran, 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** 30 August 2013
9. **Objectives** To discuss applications of knowledge management (KM) tools and technique in SMEs and share the best practices and success stories of KM applications and benefits derived to inspire SME leaders to adopt the APO KM framework.

10. Background

In today's economy, SMEs carry a very important weight and have become an essential source of entrepreneurship, employment, and innovation. SMEs, however, are increasingly threatened by competitors from emerging economies. Therefore, they need to improve their products and services by adding value, which implies the development of unique selling points that can penetrate the global market. This in turn means that SMEs must emphasize the competitive advantages of their products and services. Knowledge or know-how becomes an intangible resource that provides a competitive advantage and a consistent way of managing it.

KM is a discipline that enables individuals, teams, organizations, and communities to capture, store, share, and apply their knowledge collectively and systematically to achieve specific objectives. It can deliver a competitive advantage through greater competency and synergy, more balanced decisions with fewer errors, more creativity and innovation, broader collaboration and knowledge sharing, and easier links to expertise and understanding.

Knowledge is rapidly becoming the most important asset of virtually all organizations; and SMEs are no exception. SME leaders need to manage knowledge for the same reasons as larger organizations. SMEs will be able to gain a competitive advantage through their ability to manage and exploit knowledge. To remain competitive, SMEs must first know what their knowledge assets are, then how to manage and make use of those assets to receive maximum return. KM can be a strategic weapon for SMEs and can help them develop more sustainable business practices, making them less vulnerable to the economic cycles of industry.

Looking into these needs and ways to overcome the challenges faced by SMEs, and in line with the recent APO publication *Practical KM Guide for SME Owners*, the proposed five-day workshop will allow SME leaders to discuss and share knowledge on KM applications before adopting them in their companies.

11. Scope and Methodology

The tentative modules to be covered are:

- a) Basic concepts and benefits of KM implementation to SMEs
- b) The APO KM framework and implementation approach
- c) The importance of IT for KM
- d) Case studies on best practices of KM in SMEs
- e) KM challenges in SMEs

Lectures by resource persons, country paper presentation, case study presentations, group discussions on KM for SMEs, observational site visits to SMEs and preparation of action plans.

The tentative program of the workshop is given below:

Date/Time	Activity
Sun., 13 October 2013	Arrival of participants in Taipei
Mon., 14 October	Opening session Presentation of country papers
Tues., 15 October	Presentation of expert's resource papers Presentation of expert's resource papers

Wed., 16 October	Presentation of expert's resource papers Group exercise
Thu., 17 October	Field visits to relevant SMEs
Fri., 18 October	Presentation of group discussion output Presentation of action plans Program evaluation by participants, resource persons, and implementing organization Summing-up session Closing session
Sat., 19 October	Departure of participants

12. Qualifications of Candidates

The participants in this workshop are expected to submit progress reports after six months (the guidelines for preparation of papers will be provided to the selected participants). The candidates are also expected to possess the following qualifications:

- a) Age Preferably between 35 and 50 years.
- b) Education University degree or equivalent qualification from a recognized university/institution.
- c) Present Position Owners, top executives, or managers of SMEs.
- d) Experience At least five years of working experience in the position described in c) above.
- e) 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.
- f) 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.
- g) Attendance Participants must attend all five days of the project to qualify for the certificate of attendance.

13. Financial Arrangements

a) To be borne by the APO

- 1) All assignment costs of overseas resource persons.
- 2) Round-trip economy-class international airfare by the most direct route between the

international airport nearest to the participant's 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.

b) To be borne by participants or participating countries

For all participants

- 1) Participants' insurance premiums: All participants should be fully insured against accident and illness (including hospitalization and death) for a principal sum equivalent to US\$10,000.00 for the entire duration of the project and travel, and must submit to the APO Secretariat a copy of the comprehensive travel insurance certificate before participation.

Such insurance should be valid in the host country. 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, if necessary, from the per diem allowance provided. Neither the APO nor the implementing organizations will be responsible for any eventuality arising from accident or illness.

- 2) All expenses related to visa fees and airport taxes.
- 3) 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.

c) To be borne by the host country

- 1) Per diem allowances and hotel accommodation for up to 18 overseas participants for up to six days at the rate to be specified later.
- 2) All local implementation costs.

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 documents listed below. A nomination lacking any of these documents may not be considered:
 - 1) 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).
 - 2) 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.
- e) Member countries are encouraged to submit the necessary documents electronically as mentioned above. 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.
- f) 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.
- g) Under normal circumstances, candidates who are selected will be informed of their acceptance at least four weeks prior to the start of the project.
- h) 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.
- 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 candidate is required 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.

15. 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 distributed to the selected participants.

16. 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 workshop.

17. 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).



Ryuichiro Yamazaki
Secretary-General