



ASIAN PRODUCTIVITY ORGANIZATION

PROJECT NOTIFICATION

18 December 2015

1. **Project Code** 16-IN-15-GE-CON-A
2. **Title** Top Management Forum with Focus on Business Excellence for the Service Industry
3. **Timing and Duration** 12–14 July 2016 (three days)
4. **Venue** Seoul, Republic of Korea
5. **Implementing Organization** Korea Productivity Center (KPC)
32, Saemunan-ro 5ga-gil, Jongno-gu, Seoul 110-751
Republic of Korea
Phone: 82-2-724-1180
Fax: 82-2-737-9140
6. **Number of Overseas Participants** Up to 18 participants
7. **Number of Local Participants** Up to six qualified participants
8. **Closing Date for Nominations** 6 April 2016

9. Objective

To expand awareness of business excellence (BE), promote the adoption of the BE framework standards and integration into core business strategies in the service industry, and share and exchange information on and experience in best practices in BE adoption in the service industry.

10. Background

BE is about developing and strengthening the management systems and processes of an organization to improve performance and create value for stakeholders. BE is much more than having a quality system in place. BE is about achieving excellence in everything that an organization does (including leadership, strategy, customer focus, information management, people, and processes) and, most importantly, achieving superior business results.

Since 2009, the APO has been conducting many training courses, workshops, research projects, conferences, Technical Expert Services, and e-learning course to expand BE awareness among different sectors.

This forum will help participants in high-level positions in government or enterprises in adopting the BE framework and strengthen current capabilities to become more productive and competitive. The program intends to assist service-sector organizations in introducing the BE framework, simple self-assessment tools, and best practices of BE applications in the service industry.

11. Scope and Methodology

Scope

- a. Introduction of the overall BE framework (concepts, tools, and methodologies);
- b. Best examples of key BE applications and case studies of leading BE organizations;
- c. Strategies for BE adoption in service industry; and
- d. Action plan for implementing BE in service industry.

The forum will consist of lectures by business and academic experts, site visit(s), discussions among participants, and drafting action plans.

The tentative program of the forum is given below:

Date/Time	Activity
Mon., 11 July 2016	Arrival of participants
Tue., 12 July 2016	Opening session, presentations on the BE framework by global experts
Wed., 13 July 2016	Presentation on best practices of BE in the service industry, site visit
Thurs., 14 July 2016	Group discussion of action plans on how to start adopting and implementing BE, wrap-up session, and closing ceremony
Fri., 15 July 2016	Departure of participants

12. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Owners and top executives of service-sector enterprises, high-ranking government officials in charge of strengthening the service sector, and NPO heads/executives involved in promoting service-sector productivity.
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. 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

- 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 up to 18 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 Incheon/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). 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 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. 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 forum.

17. Evaluation of Participants

If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the APO director concerned.

18. 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