



No. 31201/23
Dt. 24-03-2023

Sub: 21-CL-17-GE-OSM-A: Multicountry Observational Study Mission on Best Practices in Lean and Digital Transformation for SMEs from 19-23 June 2023, Konya, Turkiye, (Visit www.npcindia.gov.in/NPC/User/InternationalServices for detailed Project Notification).

Dear Sir,

We invite your kind attention to NPC <https://www.npcindia.gov.in/NPC/User/InternationalServices> with regard to above Asian Productivity Organization (APO) project. The project notification and the APO bio data form are available on the above mentioned page and the same are also attached herewith. The duly filled in **single copy** of Performa enclosed (in excel form only) of the suitable officers for participation as per the para **(Qualifications for Participants)** of the project notification may kindly be forwarded to reach us latest by **17th April 2023**. In this regard, the following points may be noted.

- **Fees and Charges** The APO/host country would meet round trip economy class international airfare by the most direct route from the international airport nearest to the participant at place of work, hotel accommodation, and the per diem allowances charges of the participants, as per the project notification issued by APO. However, the travel insurance, visa fees, and airport taxes are to be borne by the participant. An Application fee (NON-REFUNDABLE) of **Rs. 500/- + 18% GST** for the MSME Sector, Trade Unions, and NGOs and **Rs. 1000/- + 18% GST** for others is payable along with the nomination form, for each participant. In case of selection by APO, NPC will charge **Rs. 3,000/- + 18% GST** for the MSME Sector, Trade Unions, and NGOs, **Rs. 12,000/- + 18% GST** for profit-making organizations, and **Rs. 6,000/- + 18% GST** for others per participant is payable towards handling charges and membership fee for the APO Alumni Association of India (AAAI). The requisite amount can be paid through a demand draft/cheque/ECS drawn in favor of the National Productivity Council, New Delhi. In the absence of an application fee, the nominations will not be considered. Kindly e-mail the details of the ECS/RTGS/NEFT payment made to isg@npcindia.gov.in. In this regard, the bank account details are attached herewith. It is the responsibility of the candidates to complete all the official formalities required by their organizations/departments before proceeding abroad.
- **Nomination Procedure** All nominations should be routed through proper channel and as per the attached APO bio data form. The nominations received after the last date will not be considered. It is the responsibility of the candidates to complete all the official formalities required by their organizations/department for participating in the program. It is requested to send nominations by e-mail to mayank.verma@npcindia.gov.in, isg@npcindia.gov.in, rk.rawat@npcindia.gov.in (application in prescribed excel format) and one hard copy by post along with the covering letter of the competent authority on company's letter head. All information pertaining to nominations will be treated as confidential and classified. The nominated officers may be invited as a faculty in programs on the relevant subject/s, organized by NPC.

We look forward to receiving of nominations from your esteemed organization.

Thanking you,

Yours faithfully,

(K.D. Bhardwaj)
Director Head (Int'l Serv.)
for Director General
e-mail: isg@npcindia.gov.in



PROJECT NOTIFICATION

Reference No.: 87

Date of Issue	24 March 2023
Project Code	21-CL-17-GE-OSM-A
Title	Multicountry Observational Study Mission on Best Practices in Lean and Digital Transformation for SMEs
Timing	19 June 2023–23 June 2023
Hosting Country(ies)	Turkiye
Venue City(ies)	Konya
Modality	Face-to-face
Implementing Organization(s)	Department for Productivity Implementations, Ministry of Industry and Technology, Türkiye (NPO Türkiye)
Participating Country(ies)	All Member Countries
Overseas Participants	19
Local Participants	8
Closing Date	24 April 2023
Remarks	Not applicable

Objectives	Observe lean management practices in Turkish SMEs; study how digital upgrading is initiated based on lean management; and observe the best practices of lean and digital transformation (DX) adopted by SMEs in model factories.
Rationale	Lean and DX are two approaches to improving efficiency, productivity, and competitiveness. While they are distinct, combining them gives extra benefits. Since lean methods have been widely applied in SMEs in APO members, and DX is making headway, this study mission will provide opportunities for participants to learn how the two approaches complement each other.
Background	<p>Lean is a methodology that focuses on reducing waste and increasing efficiency in organizational processes. It is based on the concept that continuous improvement requires all processes that do not add value to be eliminated. This method can be applied in any sector. On the other hand, DX maximizes technology use to improve organizational operations, enhance customer experience, and create new business models.</p> <p>DX is now indispensable to ensure productivity and competitiveness. The unprecedented pandemic accelerated digital adoption. Lean management, as a powerful tool to optimize resources, builds the foundations for organizations to start DX in the most resource-efficient way. This study mission will focus on model factories and "Learn and Transform" Programs in Türkiye to enhance participants' understanding of how to initiate and sustain lean practices and digitalization in SMEs in an applied-learning environment.</p>
Topics	Lean management and practices in SMEs; DX concept and approaches; Model factory concept and implementation; Site visits to selected SMEs; and Observations of the integration of lean and DX.
Outcome	Participants will develop lean manufacturing competencies through hands-on training in model factories and observe best practices on-site.
Qualifications	SME owners or senior managers, government officials, and NPO professionals involved in development strategies and productivity improvement initiatives for SMEs and the manufacturing sector; and senior representatives of industrial associations.

Please refer to the implementation procedures circulated with this document for further details.



Dr. Indra Pradana Singawinata
Secretary-General