



PROJECT NOTIFICATION

PN Issue Date	7 January 2020
PN Revision 1 Issue Date	2 April 2020
PN Revision 2 Issue Date	14 July 2020
Project Code	20-IN-11-GE-WSP-A
Title	Workshop on Consultancy Skills and Strategies for Industry 4.0
Timing and Duration	23–25 September 2020 (three days)
Venue	Virtual Session
Implementing Organization	China Productivity Center (CPC) and Secretariat
Maximum Number of Overseas Participants	19
Maximum Number of Local Participants	12
Closing Date for Nominations	31 August 2020

Change History of Project Notification: 20-IN-11-GE-WSP-A

Revision	Date of Issue	Clause	Modifications
Revision 1	2 April 2020	Timing and Duration	Timing is changed from 25–29 May 2020 to 17–21 August 2020.
		Closing Date for Nominations	Closing date for nominations has been changed from 27 March 2020 to 5 June 2020.
		3. Scope and Methodology	Program Schedule is revised in accordance with revised project timing.
		7. Actions by Member Countries	Item d. is updated. Necessary documents such as biodata forms and Medical and Insurance Declaration/Certification Form should be submitted through DMS/Fleekdrive.
Revision 2	14 July 2020	Timing and Duration	Timing is changed from 17–21 August 2020 to 23–25 September 2020. Duration is changed from five days to three days.
		Venue	The meeting venue is modified from Taipei, Republic of China, to Virtual Session.
		Implementing Organization	Implementing Organization is changed from China Productivity Center (CPC) to China Productivity Center (CPC) and Secretariat.
		Maximum Number of Overseas Participants	Maximum Number of Overseas Participants is changed from 18 to 19.
		Maximum Number of Local Participants	Maximum Number of Local Participants is changed from six to 12.
		Closing Date for Nominations	Closing date for nominations is changed from 5 June 2020 to 31 August 2020.
		Modality of Implementation	Modality of Implementation is added.
		Scope and Methodology	Program Schedule and Activities are revised in accordance with the revised project timing.
		Qualifications of Candidates	Health requirement is deleted.
		Requirements	5. Requirements are updated.
Financial Arrangement	6-1. and 6-2. are deleted.		

			6-3. is updated.
		Actions by Member Countries	Items d.ii, i., j., and l. are deleted.
		Actions by the APO Secretariat	Item a. is updated: Under normal circumstances, the selected candidates will be informed of their acceptance two weeks, instead of four weeks, prior to the start of the project.
			9. Project Preparation, 10. Postproject Actions, and 12. Guide for Participants are deleted.

1. Objectives

- a. To develop an understanding of the trends and practices of manufacturing digitization and its applications in SMEs;
- b. To identify the scope of knowledge and skills needed by consultants and intermediate institutions providing consulting services for industrial upgrading; and
- c. To build the capabilities of those consultants in assisting SMEs to initiate manufacturing digitization.

2. Background

The industrial landscape has been changing drastically in recent years with widespread access to the Internet, advances in manufacturing and logistics technologies, and a globalized market that is more competitive and customer oriented. Rigid organizational forms and unconnected decision-making for supplies, production, and sales can no longer respond in a timely way to rapidly changing demands. Upgrading to new methods of operation, both physically and mentally, is thus indispensable for all enterprises to stay relevant, productive, resilient, and competitive.

A smooth, successful upgrade that can accommodate the new wave of industrialization requires an understanding of current trends, appropriate and affordable technologies, an enabling ecosystem, and changes in mindsets and perspectives. Comprehensive support to manufacturers, including awareness raising, technical know-how, strategies and action plans, financial assistance, and consultation on management and operations, is essential for enterprises of all sizes to undertake digital upgrading. Intermediate institutions, such as consultancy agencies, industrial associations, training institutions, and government project implementers, play an important role in disseminating knowledge, matching needs and support, and overcoming technical and managerial obstacles by working hand-in-hand with industries. This workshop aims to provide a platform to support such facilitators by analyzing current trends, sharing experiences, and identifying the technical know-how needed for the transformation of industries in the APO region.

The APO has been supporting its member countries in developing awareness, resilience, capabilities, and excellence in their pursuit of industrial upgrading. Since 2017, a series of activities have been conducted to raise awareness of Industry 4.0, evaluate readiness for digitization, support the development of national strategies for industrial digital transformation, and provide technical support. The APO also directly supports digitization in member countries by showcasing basic applications and setting up demonstration projects, for example, in the automotive and health sectors in India and Thailand, respectively. The APO Center of Excellence (COE) on IT for Industry 4.0 in India and COE on Smart Manufacturing in the ROC were also established as hubs for additional assistance and technical exchanges. This workshop will promote digitization in SMEs in member countries and their efforts to meet the UN Sustainable Development Goals (SDGs), specifically SDGs 8.2 and 8.3 (decent work and economic growth), 9.5 and 9.b (industry, innovation, and infrastructure), and 12.a (responsible consumption and production).

3. Modality of Implementation

This project will be conducted online using videoconference applications. The participants and resource speakers will virtually attend the workshop using their own devices, applications, and Internet connections. The duration of each day's session is up to three hours. The APO Secretariat will inform the participants of the program, applicable videoconference application, and link to the virtual sessions. **The videoconference link will be provided exclusively to participants selected for this workshop and should not be shared.**

4. Scope and Methodology

The tentative topics to be covered are:

- a. Concepts and trends of Industry 4.0 and SME digitization;
- b. The role of intermediates in establishing enabling ecosystems for industrial digital upgrading;

- c. Readiness of SMEs for digital upgrading;
- d. Necessary skills and technical know-how for effective consulting; and
- e. Case studies.

The workshop will consist of interactive lectures, case studies, and discussions.

The tentative program of this project is given below:

Date/Time	Activity
Wednesday, 23 September	Presentations: <ul style="list-style-type: none"> - The concept of Industry 4.0 and SME digitization - Understanding and evaluating the readiness of SMEs for digitization Discussion: Readiness of SMEs for digital upgrading
Thursday, 24 September	Presentations: <ul style="list-style-type: none"> - The role of consultants and intermediates - Case studies of SME digitization Discussion: Challenges in initiating digitization in SMEs
Friday, 25 September	Presentations: <ul style="list-style-type: none"> - Case studies of SME digitization - Necessary skills and technical know-how for SME digitization Discussion: An enabling ecosystem for SME digitalization

5. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Management consultants experienced in industrial digitization; senior representatives of industrial associations; government officials involved in SME development and industrial digital upgrading; and productivity practitioners from training institutions and productivity organizations.
Experience	At least three years of experience in the position described above.
Education	University degree or equivalent qualification from a recognized university/institution.
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.
Age	Candidates who fit the above profile are typically between 30 and 50 years of age.
Attendance	Participants are required to attend the entire program to receive the certificate of attendance.

6. Requirements

The participants are required to be equipped with devices (including computers, web cameras, microphones, and speakers/headphones) and have access to Internet connections suitable for videoconferencing. Stable wired LAN connections are preferred.

The participants will follow the instructions of the moderators/presenters for asking questions, joining discussions, and answering questions.

7. Financial Arrangements

The following table shows the cost-sharing arrangements between the APO, host country, and participants or participating countries.

Cost item	Cost to be met by		
	Participants or participating countries	Host country	APO
Assignment costs of international resource persons	No	No	Yes
Assignment costs of local resource persons	No	Yes	No
Notes (special conditions): The host country may arrange a virtual site visit(s) through live or recorded video. However, all costs for the visit(s) will be covered by the host country.			

8. 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 the section Qualifications of Candidates 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 selection committee 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. The Biodata Form should be entered in the Document Management System (DMS)/Fleekdrive. The form can be downloaded from the APO website (www.apo-tokyo.org). The Biodata Form (Ver. 1.1) in the Excel (xlsx) format should be uploaded to the specific project folder in nominees' member country folders in DMS/Fleekdrive.
- e. 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.
- 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. For member countries where nominations are required to be approved by higher government authorities and require a longer time, APO Liaison Officers/NPOs are urged to send the names of nominees on or before the deadline, indicating that government approval will follow.
- h. 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.
- i. NPOs should inform participants that they must attend the entire program of the project.

9. Actions by the APO Secretariat

- a. Under normal circumstances, candidates who are selected will be informed of their acceptance at least two 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.

10. Evaluation of Participants

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

11. Dress Code

Participants are required to wear business attire during the project. Other instructions will be provided in the circular for participants.

A handwritten signature in black ink, appearing to read 'Dr. AKP Mochtan', with a long, sweeping flourish extending to the right.

Dr. AKP Mochtan
Secretary-General