



PROJECT NOTIFICATION

Reference No.: 643

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| Date of Issue | 26 June 2025 |
| Project Code | 25-CL-09-GE-WSP-B |
| Title | Workshop on Best Practices of Service Design in SMEs |
| Timing | 14 October 2025–17 October 2025 |
| Hosting Country(ies) | Singapore |
| Venue City(ies) | Singapore |
| Modality | Face-to-face |
| Implementing Organization(s) | Singapore Productivity Centre |
| Participating Country(ies) | Republic of China, Fiji, India, Nepal, Pakistan, the Philippines, Singapore, Sri Lanka, Thailand, and Turkiye |
| Overseas Participants | 18 |
| Local Participants | 6 |
| Closing Date | 20 August 2025 (FTPI Deadline: 13 August 2025) |
| Remarks | The thematic focus of the workshop has been refined in consultation with the host country to better align with the latest priorities, adjusting the scope from the one mentioned in the APO Revised Budget for 2025 (final). |

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| Objectives | Identify trends in the service sector and evolving demand for service innovation; develop an understanding of service design methodologies and practices; and share good practices of service design and innovation from SMEs. |
| Rationale | The APO Vision 2025 highlights the importance of smart transformation and innovation to create value and enhance productivity. Acknowledging the changes brought about by digital technologies, trends in servicification, and their implications for service innovation, this workshop will contribute to APO members' support for service providers to enhance their capabilities to innovate and enhance service quality and productivity. |
| Background | Service design is a multidisciplinary approach to create sustainable, optimal experiences for both customers and service providers. It involves planning and organizing people, infrastructure, communication, and material components to improve service quality and interactions among stakeholders. By adapting solutions to suit users' needs in specific contexts, service design can establish effective practices for higher customer satisfaction, productivity, and business continuity. It is especially crucial for SMEs with limited resources. According to the APO Databook 2024, members selected for this workshop have high service-sector contributions to GDP. Singapore is a pioneer in business innovation and has initiated a number of supportive efforts to encourage entrepreneurship, reskilling, upskilling, and job redesign. This workshop will provide references for service innovation, design thinking, and good practices from the host to other members. |
| Topics | Trends in services and the role of technologies; Service design tools and methodologies; Good practices of service design and implications for productivity, organizational change, and innovation; and Workforce upskilling for service innovation. |
| Outcome | Productivity in the service sector is enhanced; more design thinking and innovation in services are facilitated; and best practices of service design are replicated by participating members. |
| Qualifications | Representatives of SMEs and associations, preferably from the service sector; consultants and productivity practitioners with experience in service-sector management; and government officials and policy researchers involved in enhancing service-sector productivity. |

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



Dr. Indra Pradana Singawinata
Secretary-General

**IMPLEMENTATION PROCEDURES FOR APO FACE-TO-FACE PROJECTS
(MULTICOUNTRY PROJECTS WITH LOCAL IMPLEMENTATION COSTS
COVERED BY THE APO)**

1. Modality of Implementation

- a. The sessions will be conducted face-to-face.
- b. The duration of each day's sessions will be around eight hours.
- c. The detailed program and list of resource persons will be provided at least one month prior to the program with announcement of the names of the selected participants, followed by information on the logistic arrangements.
- d. Participants are required to attend all sessions. This full participation is a prerequisite for receiving the APO certificate of attendance.

2. Financial Arrangements

i. To be met by the APO

- a. All assignment costs of international resource persons and honoraria for up to two local resource persons.
- b. Airfare
 - Round-trip discounted economy-class international airfare by the most direct route between the international airport nearest to the participants' place of work and project venue for arrival one day prior to project commencement and departure one day after project completion. Please also refer to item 5.ii.a for the arrival and departure timing.
 - The above does not apply to participants from large, profit-making organizations attending training courses or observational study missions, except for those from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.
 - Arrangements for air tickets for participants will be made by designated travel agents endorsed by NPOs.
- c. Hotel accommodations and per diem allowances for international participants from one day prior to project commencement until the final day of the project.
- d. Meeting packages, including refreshments.
- e. Financial support for hotel accommodations and meeting packages is USD120/night for all members except for the ROC, Japan, ROK, and Singapore, which is USD170/night. The per diem rate is USD35/participant/day in all members. Invoices for the reimbursement of local implementation costs must be submitted to the APO Secretariat within one month of project completion with all required documentation.

ii. To be met by participants

- a. Airfare
 - Round-trip international airfare for participants from large, profit-making organizations attending training courses or observational study missions, except for those from Bangladesh, Cambodia, Fiji, Lao PDR, Mongolia, and Nepal.

- Any expenses incurred 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.
- b. Participating Country Expenses
 - The flat rate of USD200.00/person applies for participants from large, profit-making organizations attending training courses or observational study missions.
- c. Travel-related Expenses
 - Travel insurance with adequate coverage as may be required by the host country but not less than a minimum coverage value of USD10,000.00 to cover accident, illness, hospitalization, death, and flight rescheduling/cancellation, if applicable.
- d. Cancellation Charges
 - Any cancellation charges including airfare and hotel accommodations arising from withdrawal of participation after letters of acceptance have been issued by the APO.
- iii. **To be met by the NPO/implementing organization**
 - Transportation expenses of participants between the airport and hotel designated for the project and site visits, if any.
 - All other local implementation costs.

3. Actions by Participating Members

- a. Each NPO should nominate three or more candidates in order of preference for observational study missions, training courses, and workshops, and five or more candidates for conferences. It is advisable for NPOs to nominate new eligible candidates based on the qualifications stated in the PN.
- b. With the objective of maximizing the benefits of APO multicountry projects by reaching more participants, NPOs are encouraged to nominate and prioritize new nominations. Priority in selection will be given to nominees attending APO multicountry projects for the first time. The Secretariat may not select candidates who have participated in projects within the last two years.
- c. All nominations must be endorsed by an APO Director or Alternate Director and submitted by a Liaison Officer (LO) or designated officer. Self-nominations will not be accepted.
- d. Nominations should be registered and endorsed by NPOs in the designated project management system before the closing date for nominations.
- e. If a selected participant becomes unable to participate, the NPO concerned should inform the APO Secretariat and host country promptly.

4. Actions by the APO Secretariat

- a. Selection of candidates will be at the discretion of the Participant Selection Committee of the APO Secretariat.
- b. Selection of candidates will be completed and announced at least one month prior to the start of the project.
- c. Slots that become available due to withdrawal of a selected candidate(s) or lack of nominations by a member country may be filled by alternates to be selected on a merit basis.
- d. The APO Secretariat will inform NPOs of the final program one month prior to commencement.

5. Requirements of Participants

i. Predeparture

a. Passport

Please ensure the validity of the passport and its expiration date.

Please note that some countries require the passport to be valid for at least six months after entering the country before granting a visa or allowing entry. It is also important to ensure that a sufficient number of unused pages remains.

b. Visa

Please submit the APO Letter of Acceptance to the relevant authorities when applying for a visa.

Please ensure that the visa is specifically for the purpose of participating in the APO project, is valid for the entire duration of the project, and is not a tourist visa. Failure to obtain the correct visa may result in denial of entry. In that unfortunate event, either the individual or the individual's organization must bear the travel costs incurred.

c. Travel Arrangements

The arrangements for the purchase of air tickets will be made by NPOs. Air tickets will be for the most direct route between the international airport nearest to the participants' place of work and the international airport nearest to the venue of the project.

Round-trip discounted economy-class air tickets will be arranged for international participants who are attending multicountry projects, as specified in item 2.i.b.

ii. Arrival at the Project Venue

a. Timing of Arrival

Participants should arrive one day before the commencement of the project and depart one day after project completion. Early arrival or late departure is not permissible, unless due to unavoidable reasons such as flight availability. However, please note that neither the APO nor host NPO will be responsible for any additional expenses occurring due to early check-in or late check-out at the designated hotel/project venue. Consultation with the APO Secretariat is necessary for this.

b. Arrival at the Airport

Upon arrival at the international airport in the project venue, participants must follow all the procedures set by the host country. The APO Secretariat will give updates on those procedures in Project Circular Letters.

Transport from the airport to the project hotel may not be arranged by the host NPO/implementing organization. Please refer to the Project Circular Letter issued prior to project commencement.

If participants' luggage is lost or misplaced, it should be reported immediately to the airline concerned and the host NPO/implementing organization.

c. Accommodations

The NPO/implementing organization in the host country will make hotel accommodation arrangements for international participants during the project. All are required to stay in the designated hotel(s) with other participants.

The APO will meet the costs of hotel accommodations for international participants. Phone calls, consuming mini-bar items, and laundry and other services are not included.

d. Per Diem Allowances

The APO will provide per diem allowances for international participants. No other allowances (such as for books, clothing, or excess baggage) will be paid.

The per diem allowances are provided for the project period, starting from one day before commencement to the final day of the project. No additional allowances will be paid for early arrival or late departure.

iii. During the Project

The following rules apply to all participants selected to attend the project.

- a. Participants must attend all sessions of the project. If participants are unable to attend any sessions due to health or an emergency, he or she must consult the APO Secretariat or NPO/implementing organization staff in advance or as soon as possible.
- b. Participants are not allowed to bring family members.
- c. Participants are not allowed to engage in any official or personal business during the project period.
- d. Participants are required to adhere to the instructions of the program officer, moderators, and presenters when joining question sessions, asking questions, answering questions, and submitting assignments or reports.
- e. Participants must follow all instructions, health protocols, and standard operating procedures (SOPs) of the host country/NPO/implementing organization.
- f. Participants should wear appropriate business attire during project sessions.