

# राष्ट्रीय उत्पादकता परिषद्

(वाणिज्य एवं उद्योग मंत्रालय, भारत सरकार के अन्तर्गत)  
उत्पादकता भवन 5-6, इन्स्टीट्यूशनल एरिया,  
लोदी रोड, नई दिल्ली-110 003



NATIONAL PRODUCTIVITY COUNCIL

# NATIONAL PRODUCTIVITY COUNCIL

(Under Ministry of Commerce & Industry, Govt. of India)

Utpadakta Bhavan, 5-6, Institutional Area,  
Lodi Road, New Delhi - 110 003

No. 31507/22

Dt. 3-03-2022

Sub: 22-CL-17-GE-WSP-A: Workshop on Foresight for SMEs from 20-22 April 2022, Digital Multicountry (DMC). (Visit [www.npcindia.gov.in/NPC/User/InternationalServices](http://www.npcindia.gov.in/NPC/User/InternationalServices) for detailed Project Notification)

Dear Sir,

We invite your kind attention to NPC [www.npcindia.gov.in/NPC/User/InternationalServices](http://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 **31th March 2022**. In this regard, the following points may be noted.

- **Fees and Charges**

An Application fees (NON-REFUNDABLE) of Rs. 500/- for MSME Sector, Trade Unions and NGO's and Rs. 1000/- for others is payable along with the nomination form, for each participant.

The requisite amount can be paid through a demand draft/cheque/ECS drawn in favour of National Productivity Council, New Delhi. In the regard, the bank account of NPC details is attached herewith. Kindly e-mail the details of the ECS/RTGS/NEFT payment made, **mentioning the name of applicant in remarks**, to [mayank.verma@npcindia.gov.in](mailto:mayank.verma@npcindia.gov.in), [isg@npcindia.gov.in](mailto:isg@npcindia.gov.in), [rk.rawat@npcindia.gov.in](mailto:rk.rawat@npcindia.gov.in) Please note, in the absence of application fee, the nomination will not be considered.

- **Nomination Procedure for 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](mailto:mayank.verma@npcindia.gov.in), [isg@npcindia.gov.in](mailto:isg@npcindia.gov.in), [rk.rawat@npcindia.gov.in](mailto: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](mailto:isg@npcindia.gov.in)



## PROJECT NOTIFICATION

Ref. No.: 22-CL-17-GE-WSP-A-PN2200022-001

<b>Date of Issue</b>	03 March 2022
<b>Project Code</b>	22-CL-17-GE-WSP-A
<b>Title</b>	Workshop on Foresight for SMEs
<b>Timing and Duration</b>	20–22 April 2022 (three days)
<b>Hosting Country(ies)</b>	Vietnam
<b>Modality</b>	Digital Multicountry
<b>Implementing Organization(s)</b>	Directorate for Standards, Metrology and Quality and APO Secretariat
<b>Participating Country(ies)</b>	All Member Countries
<b>Overseas Participants</b>	38
<b>Local Participants</b>	12
<b>Qualifications of Participants</b>	Senior representatives of industrial associations, policymakers, managers, consultants, and trainers working on productivity enhancement, strategy formulation, business process innovation, and enterprise development planning
<b>Nomination of Participants</b>	All nominations must be submitted through National Productivity Organizations of member countries
<b>Closing Date for Nominations</b>	4 April 2022

## 1. Objectives

- a. Familiarize participants with the concepts and fundamentals of strategic foresight.
- b. Explain the use of foresight tools and methodology to improve the productivity of SMEs.
- c. Discuss approaches to address barriers and challenges faced by SMEs by embedding foresight at the core of business strategy.

## 2. Background

In the current business environment, which is volatile, uncertain, complex, and ambiguous (VUCA), enterprises need to strategize not only to remain competitive and profitable but be resilient to overcome potential predictable and unpredictable threats. The ongoing COVID-19 pandemic is one such unanticipated occurrence, which besides having serious implications for public health has significantly impacted businesses in almost all sectors. As reported in the *APO Productivity Databook 2020*, the negative impact of the pandemic on economies was greater than that of the global financial crisis, challenging businesses, creating unemployment, hurting the financial sector, and jeopardizing asset markets. With the pandemic continuing, there is a need to shift the focus to business continuity, forecasting emerging trends, and being future ready.

To deal with VUCA conditions, enterprises need tools and methodologies to respond to future possibilities. The traditional way is to linearly extrapolate current trends without considering all factors, which could lead to incorrect decisions. Considering volatility and uncertainties, a paradigm shift is required to strengthen enterprises' response, from forecasting/planning to looking at a range of scenarios under potential uncertainties.

Foresight techniques are designed to address these issues, enabling effective policymaking and strategy formulation within organizations to mitigate potential adverse effects. Those techniques include horizon scanning, problem framing, scenario planning, visualizing barriers, and other future-thinking techniques.

The APO has recognized foresight as a tool to address emerging trends, disruptive global changes, and an uncertain future. Various capacity-building initiatives on strategic foresight for public-sector organizations, including a self-learning e-course, training of trainers, workshops, and publication of a trainers' manual, have been undertaken. This workshop aims to expand the concept of strategic foresight to SMEs and enhance the capability of participants in guiding businesses to become agile and identify new challenges and opportunities generated by events like the COVID-19 pandemic.

## 3. Scope, Methodology, and Certificate of Attendance

The duration of each day's sessions will be around three hours comprising presentations by experts, group discussions, and other relevant learning methods. The indicative topics of the presentations are:

Day 1:

- Sustaining productivity growth in SMEs through strategic foresight
- Concepts and fundamentals of strategic foresight

Day 2:

- Foresight methods and approaches
- Implementation framework for foresight in SMEs

Day 3:

- Embedding foresight in business strategy
- Case studies and evidence to showcase best practices
- Group work on consultancy scenarios to solve strategic issues faced by SMEs

The detailed program and list of speakers will be provided two weeks prior to the sessions with announcement of the names of the selected participants.

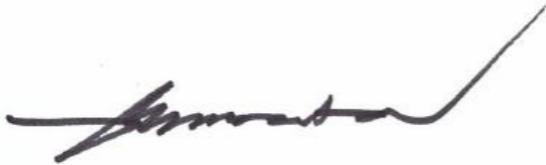
The participants are required to attend all sessions. This full participation is a prerequisite for receiving the APO certificate of attendance.

#### **4. Financial Arrangements**

- a. The APO will meet the assignment costs of overseas resource persons and honorarium for up to two local resource persons.
- b. The host country will meet the costs for a virtual site visit(s), either broadcast live or recorded as applicable.

#### **5. Implementation Procedures**

Please refer to the implementation procedures for the APO digital multicountry projects circulated with this document.

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

Dr. AKP Mochtan  
Secretary-General