



**Asia-Pacific
Economic Cooperation**

2014/SOM1/HRDWG/CBN/004

Agenda item: 9

Concept Note: Strategic Human Resource Management for Successful Investment in APEC

Purpose: Information

Submitted by: Japan



**Human Resources Development Working Group
Capacity Building Network Meeting
Ningbo, China
19-20 February 2014**

Strategic Human Resource Management for Successful Foreign Investment in APEC

HRDWG CBN Project
by
Japan
(Institute for International Studies and Training)
19 February 2014

Institute for International Studies and Training (IIST)

- Established in 1967 by law (jointly supported by the Japanese Government and business sector)
- To develop human resources for both in government and corporate sectors who can lead the economy with global perspective
- Representing Japan in the APEC HRD CBN since the start of HRDWG

Background

- Bogor Goals – free trade and investment in APEC by 2010 for developed economies and by 2020 for developing economies
- 2010 Japan Year – committed to further promote regional economic integration, working toward the target year of 2020 for all APEC economies to achieve free and open trade and investment.
 - pursue efforts towards the realization of FTAAP
- 2013 Indonesia Year – reiterated to uphold APEC's role towards achieving free and open trade and investment by 2020, recognizing that trade and investment are critical to the creation of better quality jobs and increased prosperity of the region.

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Background (2)

- In 2012, FDI inflows within APEC increased up to 16% over the previous year and reached a total of 733 billion dollars, outperforming the rest of the world.
- This trend has created tremendous opportunities for enterprises including SMEs to set up operations in various parts of the region, as well as for local firms to enter into the global supply chain by partnering with FDI.
- For successful FDI, investing firms need to introduce appropriate HRM systems to maximize the performance of local workforce. Local firms are also required to understand the corporate philosophy and management systems of their partners.
- The new project is proposed to build on the outputs of the previous HRD-CBN project “Strategic HRM for SMEs”, with specific focus on FDI and their partners.

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Project Objectives

The project aims to enhance capacities of entrepreneurs and managers who are engaged in foreign direct investment, either as investors or as a partners by the following:

- To identify key issues of HRM systems for improving performance in a company's foreign affiliates
- To identify common elements and differences of successful HRM practices in foreign affiliates among APEC members
- To develop a strategic HRM guidelines and a prototype capacity building program

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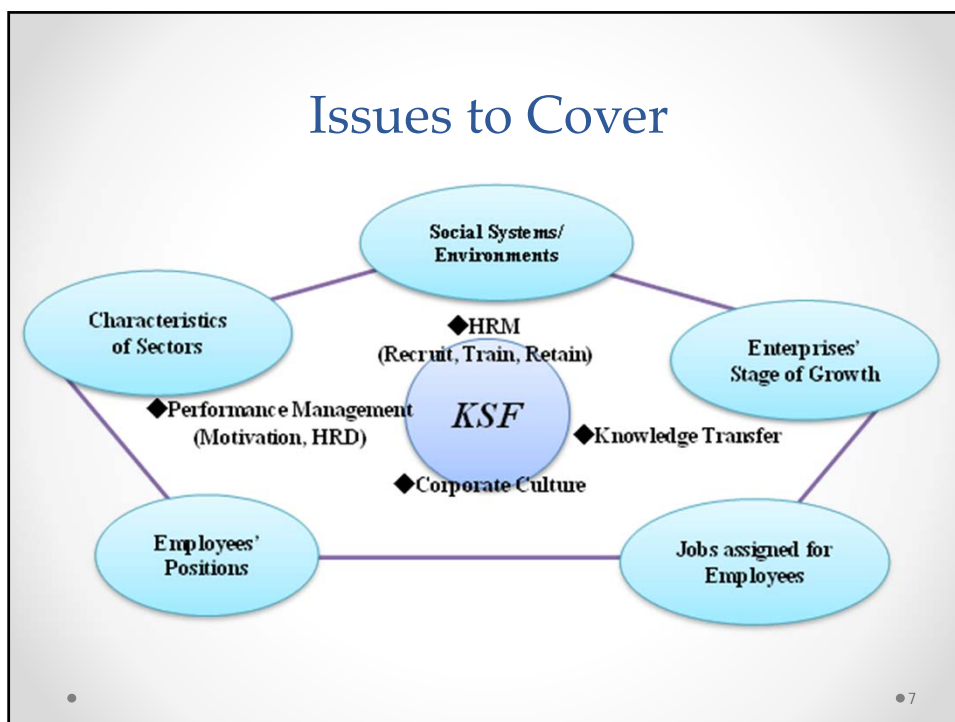
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Methods

- To conduct a research on actual HRM case studies of companies operating foreign affiliates or local firms partnering with FDI.
- To develop a preliminary HRM guidelines and design a capacity building program
- To organize a workshop to refine the HRM guidelines and disseminate the outputs to the APEC community

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Planned Activities

February (2014)	Call for co-sponsoring APEC economies Submission of Concept Note
May	Submission of Project Proposal
May-June	Selection of experts
June-November	Conducting research by nominated APEC experts Developing a preliminary HRM guidelines
December	Organizing a workshop (venue: one of APEC member economies(TBD))
January-March(2015)	Finalization of HRM guidelines
April	Dissemination of project outputs

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Strategic Human Resource Management
for Successful Foreign Investment in
APEC

**Call for your support and cooperation for
co-sponsoring the project**

Thank You !