

Application Guideline for
Contract Research on Firm-level survey of Human Resource
Management and Coordination for Innovative Activities in
Production Networks in the Philippines
Commissioned by IDE-JETRO

December 7, 2016

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President, Japan External Trade Organization

APPLICATION GUIDELINE

All of applicants should apply in accordance with this guideline, with recognition about contents of this specification.

1. Proposal Form Submission

Submit the Proposal Form in which all necessary items are filled, following the instruction stipulated above clauses by the deadline shown below by e-mail and mail/courier service.

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Submission DEADLINE: 18:00, December 27, 2016 (JST=GMT+9)

2. Evaluation Schedule

Accepting Proposal:	December 7, 2016 ~ December 27, 2016
Evaluation Process:	December 27, 2016~ January 4, 2017
Notification:	by January 10, 2017
Contract:	by January 10, 2017

SPECIFICATION

Enclosed Proposal Form shall be submitted following all requirements and conditions specified in the clauses below.

1. Evaluation Criteria

- 1) Feasibility of technical approach and methodology for the survey to meet the research purposes
- 2) Adequacy of work plan to complete the survey in the required timeframe
- 3) Organizational experience with and capability of questionnaire surveys on the related subjects
- 4) Familiarity with the sector where the survey is conducted
- 5) Qualifications of staff

2. Title of the Research

“Firm-level survey of Human Resource Management and Coordination for Innovative Activities in Production Networks in the Philippines”

3. Background and Objectives of the Research

The research project “Human Resource Management and Coordination for Innovative Activities in Production Networks” will identify managerial practices, especially human resource management and organizational coordination that may allow firms with and without formal R&D to make effective use of internal and external resources available along production networks. This project will also investigate possibilities and limitations of innovative activities without formal R&D and derive policy implications for promoting innovations by small and medium enterprises that often make no R&D investment.

In Southeast Asia, Japanese styles of HRM, team work, and other management practices (e.g., multi-skill development, 5S, QC circle, suggestion program) have been adopted by foreign affiliates of Japanese firms and diffused to their local suppliers. However, more local firms become more capable and engage in international business and innovative activities. Top managements of local firms may have different management orientation and incorporate different leadership style and management systems from those of Japanese firms. This study focuses on HRM, team work, and other modern management practices that encourage employees’ learning and knowledge sharing, fostering organizational learning, and promote the combination of internal and external knowledge available from buyer-seller linkages.

Among various management practices that may explain the difference in innovation and other firm performance, this project highlights the importance of HRM practices and coordination within and across firms. HRM will be designed to recruit appropriate employees, develop them, and motivate them to search new ideas and necessary resources, cooperate with external knowledge sources, and realize innovations. Coordination within and across

firms will facilitate acquisition, combination, and transformation of internal and external resources into innovations.

Therefore the adoption of HRM practices and coordination mechanisms will affect innovation and industrial development. This project will develop a theoretical model showing how such managerial practices affect formation and effective use of production networks to make firms innovative. Based on the empirical results, this study identifies effective approaches to developing dynamic capabilities (absorb capacity) of ASEAN firms in local business conditions. This study will explain transition processes from innovations without R&D to those based on R&D.

4. Scope of Work on the Research

The scope of work shall (1) develop a list of manufacturing firms; (2) develop a survey and sampling methodology; (3) translate the questionnaire into English from English; (4) send and collect the questionnaire; (5) do data-cleaning to each response for all responding firms; (6) send the cleaned data as an electric form. The number of collected response is at least 150 firms. The final report is also expected to include survey and sampling methodology.

This Research conducts a survey of the manufacturing firms locating in the Calabarzon area in the Philippines using a self-reported questionnaire on the following five topics:

1. The contents of firm-level basic characteristics
2. The firm-level performances including process and product innovations
3. The level, prevalence, and use of human resource management practices (HRMP) within firm across departments
4. Management practices with regard to inter-firm relationship
5. Other miscellaneous firm-level characteristics affecting firm-level innovation performances and HRMP

5. Expected Outcome

It is expected that this Research will reveal the firm-level evidences of the adoption of HRMP and firm-performance in the Philippines. The data collected by the Research will contribute to support quantitative arguments made in the papers.

The expected mid-term outcome is producing a list of firms that will be surveyed in English. The final expected outcome is producing a dataset that contains raw data of the respondent firms in English based on the questionnaire and supply it along with a codebook and questionnaire in English. The expected outcome also includes a report on the collected dataset in the Philippines including the detailed survey and sampling methodology, appropriate figures, and tables.

6. Research Schedule

Term of Research work:

Research work shall be conducted from January 10, 2017 to March 10, 2017.

January 10, 2017 to February 10, 2017

- Development and translation of a questionnaire in English.
- Preparation for dispatching the questionnaire.
- Dispatching the questionnaire.
- Collection of the early responses.

February 10, 2017

- Submission of a mid-term report of the research (as specified in 7. Reports)

March 10, 2017

- Submission of a final report of the research (as specified in 7. Reports)

7. Reports

(1) Mid-term report

Mid-term report (Word format) including following intermediate results shall be submitted by February 10, 2017.

- A detailed survey plan including a questionnaire in English.
- The list of firms that will be surveyed.
- Submission of the explanation of the sampling procedures/processes.
- The intermediate data including early responses.

(2) Final report

Final report including following items shall be submitted by March 10, 2017.

- Description of the survey sampling method and survey data, including appropriate tables, figures.
- All collected Questionnaire Sheets (PDF format)
- Survey Raw Data (Excel format): at least 150 firms.

8. Budget Estimation Guideline

- (1) Total Budget: Total amount of (2) and (3) is USD 19,900.
- (2) Direct Expenses: See clause 9 for details.
- (3) Administrative Overhead: Administrative expenses on the Research activities, in maximum 10 % of total direct expenses would be on budget proposing.

9. General Condition of Expenditure and Account Management on the Research

(1) Expenditure Items

Expenditure items on the Research should be confined to the following items.

1) Direct Expenses

a. Honoraria for researchers

Keep daily work logs on report sheet provided by IDE-JETRO in order to confirm the status of the Research work.

b. Wages and salaries for research assistants

Upon hiring research assistants, keep daily reports specifying the name of the employee and content of service, to confirm the status of work.

c. Expense for the field survey

Obtain receipts and vouchers for travel expenses for field surveys, such as car rental, fuel, air tickets, and train tickets. *As for Per Diem, honoraria and accommodation fees, any receipts and vouchers shall not be obtained and kept as long as these are paid as daily subsistence allowance (DSA).*

d. Miscellaneous Expenses

Obtain receipts and vouchers for miscellaneous expenses necessary for the research.

2) Administration Overhead

Expenditure such as telecommunication and translation on the Research shall be borne within the amount of Administration Overhead.

(2) Statement of Account, Receipts and Vouchers on Expenditure

Obtain official receipts or vouchers on each expenditure, keep the originals and submit them with Statement of Account. In case of needs to save the original documents in order to file tax returns or use them for another reasonable purpose, file a copy of them for the purpose of Account Audit by IDE-JETRO. In case that receipts and vouchers are written in language other than English or Japanese, it shall be translated into English.

Enclosed: PROPOSAL FORM