



**Asia-Pacific
Economic Cooperation**

**STRATEGIC INTELLECTUAL
ASSET MANAGEMENT
FOR EMERGING ENTERPRISES**

**CAPACITY BUILDING FOR SUCCESSFUL ENTRY TO
GLOBAL SUPPLY CHAIN**

CASE BOOK

**APEC
HUMAN RESOURCES DEVELOPMENT WORKING GROUP
CAPACITY BUILDING NETWORK**

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PREFACE

The year 2010 marked an important milestone for the Asia-Pacific Economic Cooperation (APEC). In the Bogor Declaration of 1994, APEC established a target for achieving effective liberalization of trade and investment among its developed member economies by 2010 and among its developing economies by 2020. A review of APEC's progress in this area reveals that a great advancement has been made in trade liberalization and facilitation efforts, but a number of issues still remain and new issues emerge as the region gets integrated into the global economy.

In order to prepare the enterprise management and policy makers for the changing environment and to cope with new challenges, the APEC Human Resources Development Working Group (HRDWG) Capacity Building Network (CBN) has been implementing a number of projects addressing some of these emerging issues. The more recent attempts along this line produced case books such as *Corporate Social Responsibility in Global Supply Chain* and *Opportunities and Challenges of Foreign Investment in APEC*, among others. These projects were proposed by the Institute for International Studies and Training (IIST), a non-profit, non-government organization, under the supervision of the Ministry of Economy, Trade and Industry (METI), Japan, and implemented with the cooperation of APEC member economies.

This project entitled "IPR Strategies for Emerging Enterprises - Capacity Building for Successful Entry to Global Supply Chain" is another one of these efforts; it addresses the challenges in raising awareness of the importance of intellectual assets among the SME owners and managers. The approach we have taken is to make the SME owners and managers recognize and utilize the intellectual assets strategically, rather than police violations of the intellectual property rights of others.

The project was launched with an experts' workshop in Okinawa, Japan in September 2009, during which the experts shared the issues on intellectual asset management in the APEC economies.* Based on the discussion, capacity building needs were identified and a tentative program for SME owners and managers was designed, using a framework developed by the experts. Cases on their own respective economies were then written by the nominated experts. Each case was developed in line with the focus within the framework and as set forth in the program design. Some cases were modified to include a decision making component, while others represented best practices.

A pilot seminar was then organized from 01 September to 02 September 2010 at the Asian Institute of Management (AIM) in Manila, Philippines to evaluate the program design and case materials developed under the project. The feedback of the participants indicated that the program succeeded in motivating them to learn more about intellectual asset management. The experts who participated in the seminar also shared that the program would be very useful for their own economies. The abundant sharing of knowledge and expertise among the experts was one of the major benefits of doing this project under APEC.

This publication contains a compilation of 10 case studies involving eight APEC economies which were developed under this project, and a synthesis of all the lessons

learned throughout the implementation of this project. The full text is also available on the APEC website in downloadable form. We hope that the materials will be widely used by other institutions and trainers within the APEC community.

As the project overseer, I would like to express my sincere gratitude for the cooperation extended by the experts and their organizations in making this a successful project through their contributions at various stages. Their names appear on the following pages. We are particularly grateful to the case authors and reviewers for their considerable effort and patience in revising the cases to this final shape. Ms. Lorna Balina contributed with her professional editing expertise for the project.

The success of the pilot seminar in Manila owes a great deal to the professionalism of the AIM team headed by Ms. Marvee Bonoan in organizing the seminar and the expertise and valuable inputs of the AIM professors who led the case discussions. We are also grateful to the resource speakers and experts who interacted with the participants.

In closing, I would like to extend my sincere gratitude to several individuals who worked hard throughout the entire project. Professor Buenaventura Canto provided the direction and professional advice in program design, delivery and case development. Prof. Canto and Ms Etsu Inaba went through all the cases a number of times to provide detailed and valuable suggestions to each author and put together the report synthesis. I would also like to acknowledge the continued support of the officers and staff at APEC Secretariat. Last, but not the least, I would like to express my deep appreciation to my IIST team, led by Ms Etsu Inaba and Ms Aki Kawanishi for their tireless efforts in managing and finalizing this project successfully. Without the cooperation of all these individuals, the project could not have come this far.

November 2010

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(Please note that the term “economy” is used to indicate APEC members, instead of “country” or “nation,” as an APEC-accepted nomenclature.)

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