



APO news

Mongolia hosts historic GBM

Mongolia turned on its charm and hospitality to welcome the 52 delegates comprising APO Directors, advisers, and observers from 20 countries attending the 49th Session of the APO Governing Body (GBM) held in Ulaanbaatar, 26–28 June 2007. The meeting was inaugurated by Mongolian Minister of Industry and Commerce Dr. Tseren Davaadorj. President of Mongolia Nambaryn Enkhbayar sent a congratulatory message presented by his adviser Zagd Tumenjargal. Other speakers at the Inaugural Session were Acting Director for India N.A. Viswanathan, who delivered the opening address on behalf of APO Chairman Dr. Ajay Dua, who was unable to attend, and APO Director for Mongolia Dr. Pagvajav-Un Shurchuluu who gave the welcome address. APO Secretary-General Shigeo Takenaka introduced the heads of delegations. Prior to the speeches, Cultural Ambassador of Mongolia Khongorzul Ganbaatar, resplendent in traditional Mongolian dress, gave a haunting rendition of the Mongolian long song “The Sun Over the Placid World.” A main agenda item was the annual report of the Secretary-General (see page 2 for detailed coverage).



Delegates to the 49th GBM

Newly elected APO Chairman Besar Setyoko called the 49th GBM a landmark meeting. “We have changed the way the APO’s budget is to be decided; we have introduced a new membership contribution formula; and we have rearranged the timing of the Workshop Meeting of Heads of NPOs (WSM) and GBM. In endorsing these changes, we believe that they were right and necessary in light of changing circumstances and reality.” The Secretary-General also viewed the meeting as historic as it made deliberate departures from past practice in some areas to stay in tune with the times and to keep up with the expectations of APO member governments. Major decisions reached included:

- The APO will adopt a biennial budget from 2009. The budget size will first be determined by the Governing Body. The current practice of pegging the budget to GNI, with automatic increases as member countries’ GNIs grew, can no longer be sustained. Contributions by member countries will be based on a new formula involving a minimum contribution of US\$10,000 for least developed countries and US\$30,000 for others.
- With the introduction of a new personnel performance appraisal system as part of the Secretariat Reform Plan and for greater flexibility in linking annual wage increments with work performance, the Governing Body decided to: 1) subdi-

(Continued on page 5)

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“Markets change, tastes change, so the companies and the individuals who choose to compete in those markets must change.”

An Wang

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Annual report of the Secretary-General

At each Governing Body Meeting (GBM), the APO Secretary-General gives an annual report on performance in the previous year, future activities, and general organizational policy initiatives. At the 26–28 June GBM in Ulaanbaatar, his report focused on the Secretariat Reform Plan, efforts to balance administrative and project costs, and strengthening relations with other regions and organizations to improve APO programs. Secretary-General Shigeo Takenaka's report is summarized below.

After welcoming all the delegates attending the 49th GBM, Secretary-General Takenaka expressed sincere appreciation to the Government of Mongolia for hosting the meeting. He also conveyed gratitude to Mongolian President Nambaryn Enkhbayer for his encouraging message and to Minister of Industry and Trade Dr. Tseren Davaadorj for gracing the inaugural session. He thanked APO Director for Mongolia and Chairman and CEO of the National Productivity and Development Center (NPDC) Dr. Pagvajav-Un Shurchuluu and his able staff for their warm hospitality and excellent arrangements for the meeting. Secretary-General Takenaka also congratulated the NPDC on its 15th anniversary, saying that, "I am sure that in the years ahead it will continue to evolve to remain at the forefront of the productivity movement in the country."

The Secretary-General reported that several significant changes had been initiated under the Secretariat Reform Plan, the most important of which was reorganization from six to four departments. In parallel with the reorganization, the layout of the office was rearranged, which also helped to avoid a rent increase and facilitate interactions among staff.

The Secretary-General then touched upon the introduction of a new performance appraisal system as a part of the reform plan. The appraisal system will be based on management by objectives and scheduled to become operational from July 2007 on a trial basis. The system will link staff salary adjustments with work performance, and it is expected that the system will also encourage teamwork among staff to generate synergistic outcomes for the benefit of member countries. The Secretary-General noted that the Secretariat



Secretary-General Takenaka

had submitted a proposal for revisions in the *Staff Regulations and Rules*, including the Table of Salary Scales, that would be necessary under the new performance appraisal system and expressed the hope that the proposal would receive full endorsement from the GBM.

Secretary-General Takenaka summarized the efforts that the Secretariat had initiated for better financial discipline and management. He reported that for greater clarity, efficiency, and accountability, the Secretariat had standardized the financial procedures in several key areas. He mentioned the recent introduction of quarterly closing of accounts within three months after project implementation, with the expectation that this change would help the Secretariat to monitor the disbursement of project funds in a timely manner and allow the utilization of available financial resources within the same fiscal year.

On the issue of restoring balance between administrative and project costs, the Secretary-General pointed out that the reform measures that he had described had brought immediate results in bringing down administrative costs. He also mentioned that in line with the new structure and size of the departments, the Secretariat had made corresponding changes in its personnel, which not only made the organization more vibrant but also helped to reduce salary payments considerably. The Secretary-General then explained how the Secretariat had avoided additional increases in administrative costs related to office rent.

Describing the performance-based salary system, Secretary-General Takenaka stated that after an

initial adjustment period, the results of the new appraisal system would be reflected in staff pay scales from 2009, effectively stopping automatic pay increases for the first time in many years. "This means that the new system will be implemented cautiously, and management intends to give the benefit of the doubt to appraisees, especially when we must consider downward salary adjustments," he said. The Secretary-General expressed confidence that this system would improve the balance between administrative and operational costs. Although he realized that the expected reduction in salary expenses would not be very large in 2008, he confidently predicted that a "fair-sized reduction" would have favorable effects on administrative costs during that year. It was expected that, with the results of personnel appraisals fully reflected in the 2009 Secretariat staff pay scales, the balance between administrative and project costs would improve significantly in 2009 and thereafter provided that no major changes were made in the total organizational budget or membership contributions.

Among continuing efforts to improve APO programs, Secretary-General Takenaka referred to a few initiatives that included a new two-tiered approach in the Development of NPOs Program, now divided into DON Strategy and DON Implementation; the Eco-products International Fair to be held in March 2008 in Vietnam; renewed emphasis on safety in the food sector; and shifting emphasis from Category A projects to Categories B and C. He then outlined efforts to revitalize the APO's research and planning function to deliver better think tank and advisory services. In this connection, he informed the GBM that the APO had already begun examining emerging concepts, ideas, and experiences related to productivity including the latest tools and strategies, while exploring new networks for expertise not only within but also beyond the APO region.

The Secretary-General said that the APO continued to explore every possibility to build and strengthen external relations with countries and organizations within and beyond the APO region. The international agencies with which the APO has forged ties include the ASEAN Foundation, Colombo Plan, ILO, World Bank, and OECD. He also reported that in 2006 four more projects had

been added with a fresh grant of one-half million dollars from the ASEAN Foundation for the joint initiative. That was a significant increase over the previous year and he believed that such mutually beneficial partnerships could continue, expand, and have a greater impact on the APO region.

Secretary-General Takenaka stated that the African Program initiated last year with the approval of the GBM had positioned the APO as an initiator of and contributor to the global productivity drive and cited a number of projects that had already been conducted under this program with the cooperation of member countries. He expressed gratitude to the Japanese government for financial support for the African Program and to the experts from member countries who contributed their time and knowledge in sharing experiences with African partners. In addition, he mentioned that four fact-finding missions had been dispatched outside the region in April and May this year to gather the latest know-how on the three focus areas of knowledge management, innovation, and competitiveness. The results will be translated into useful inputs for future APO activities.

Greater private-sector participation in projects was another key area in improving APO programs, the Secretary-General noted. He pointed out that since the previous GBM had approved an amendment in project regulations governing the payment of airfare for private-sector participants, their number had continued to rise. During the first few months of 2007, 22% of project participants represented that sector, up from fewer than 10% before the airfare regulation was amended. "I hope that NPOs will continue to submit more nominees from the private sector for participation in APO activities," Takenaka said.

The Secretary-General concluded his report by pointing out that, "The productivity movement must evolve along with the changing environment. The most important task facing us is to find creative and innovative responses to new challenges to the productivity movement so that the APO can continue to play a key role in shaping the remarkable progress and development in the region of which we are justly proud." 



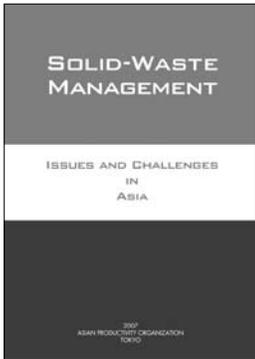
p-TIPS

Taking care of technology (Using laptops in hot weather)

- Laptops and other portable electronic gear are now ubiquitous. Most businesspeople, SME owners, and students wouldn't think of leaving home without at least one portable electronic device. And while many APO member countries experience warm, humid weather throughout the year, all can expect at least a slight rise in the mercury during the next few months. Upcoming school holidays also mean that more people will be traveling but depending on their laptop computers to stay in touch, entertain themselves, or get work done. To avoid decreased productivity due to laptop meltdown or lost data, Catherine Roseberry of mobileoffice.about.com gives this sensible advice:
 - 1) Safe temperature range. Most laptops function well at 10–35°C. Let yours come to room temperature before using if it moves from the hot outdoors into air-conditioning, and vice versa.
 - 2) Hot cars. A laptop left in a closed car in hot weather can damage both the case and internal circuitry.
 - 3) Bright sun. Never expose electronic gear to direct sunlight. If you must work outside in the sunlight, invest in a laptop hood for the computer and a glare screen for your eyes.
 - 4) Humidity. Relative humidity of 10–80% may be safe, but drier is better when it comes to portable computers. Moisture causes damage that may not be apparent until it's too late.
 - 5) Take it out. A removable hard drive to store data is easier to protect from the sunlight, heat, and humidity than the whole laptop. Your data are more secure, too.
 - 6) Weather watching. Hot weather brings more storms and possible power outages. Surge protectors, power inverters, spare batteries, and nonelectric battery chargers can keep your computer productive if you must be working on it during severe conditions.
 - 7) Keep it cool. Laptop stands disperse the heat they generate, some of which have fans, and help mobile computers work better and last longer in hot conditions.
 - 8) Pack it wisely. Buy a well-padded carrying case that fits properly and is waterproof. Make sure that all the necessary mobile gear (batteries, etc.) fits inside too without banging against the laptop when in motion.



New APO publication



SOLID-WASTE MANAGEMENT: ISSUES AND CHALLENGES IN ASIA

APO 340 pp. August 2007
ISBN: 92-833-2370-X (hard copy)
ISBN: 92-833-7058-9 (e-edition)

The Asian economic miracle has led to poverty alleviation and a better quality of life for most. However, there is increasing concern about the negative consequences of rapid industrialization and urbanization to society and the environment. One major challenge in urban areas is the concomitant increase in the volume and variety of waste generated as a result of accelerated socioeconomic development. The economic and social costs of managing solid waste in particular are fast becoming a primary concern of urban planners.

According to the World Bank, urban areas in Asia spend US\$25 million per year on solid waste management, and this figure is expected to double by 2025. Despite huge expenditures, urban areas in most APO member countries are still grappling with the challenge of preventing environmental degradation due to nonsystematic solid waste management.

With recognition of the significance of the issue in Asia-Pacific countries and increasing concerns over the ever-increasing amounts of solid waste in their municipalities, the APO conducted a fact-finding survey to study the current situation, major problems, and technomanagerial practices in solid waste management in member countries. The chief resource person of the survey, Director and CEO Tay Joo Hwa, Institute of Environment Science and Engineering, Nanyang Technological University, Singapore, emphasized the complex, interrelated aspects of the issue when he defined solid waste management as “the discipline associated with controlling the generation, storage, collection, transfer and transport, processing, and disposal of solid waste in a manner that is in accordance with the best principles of health, economy, engineering, conservation, aesthetics, and other environmental considerations, and that is also responsive to public attitudes.”

Eleven APO member countries participated in the survey: Bangladesh, Republic of China, India, Islamic Republic of Iran, Malaysia, Nepal, Philippines, Singapore, Sri Lanka, Thailand, and Vietnam. This survey was also an attempt to create a consolidated database on solid waste which could then be utilized for planning purposes at the national level and for strategy formulation for regional planning. This volume contains survey information on solid waste management from the 11 participating countries, including waste generation profiles, regulatory frameworks, solid waste management governance, and waste collection and disposal mechanisms. It also explains the current applications of Green Productivity (GP) tools and other proactive measures that each country is utilizing not only to minimize waste but also to exploit it as a resource. GP is a methodology that enhances productivity and environmental performance for overall socioeconomic development. The APO has been promoting GP as a simple, cost-effective, and sustainable means of systematic solid waste management. Organizations or communities that have implemented GP programs have benefited not only from the reduction in waste management costs, but also achieved economic gains through the lowering of total manufacturing/operation costs and improved productivity and hence profitability.

This publication will be useful for policymakers, municipal planners, and solid waste management professionals, giving them a better insight into the issues involved and developing new perspectives for addressing them.

For order and inquiry on APO publications and videos, please contact the Asian Productivity Organization, Hirakawa-cho Dai-ichi Seimei Bldg. 2F, 1-2-10 Hirakawa-cho, Chiyoda-ku, Tokyo 102-0093, Japan. Phone number: (81-3) 5226-3920, Fax: (81-3) 5226-3950, e-Mail: apo@apo-tokyo.org

COMMON SENSE TALK



“Throughout history, it took centuries for the habits of one culture to materially affect another. Now, that which becomes popular in one country can sweep through others within months.”

Dee Hock

“We see our customers as invited guests to a party, and we are the hosts. It’s our job every day to make every important customer experience a little bit better.”

Jeff Bezos

“Markets change, tastes change, so the companies and the individuals who choose to compete in those markets must change.”

An Wang

“It is but a truism that labor is most productive where its wages are largest. Poorly paid labor is inefficient labor, the world over.”

Henry George

“Traditionalists are pessimists about the future and optimists about the past.”

Lewis Mumford

“Many highly intelligent people are poor thinkers. Many people of average intelligence are skilled thinkers. The power of the car is separate from the way the car is driven.”

Edward de Bono

“Oil is seldom found where it is most needed, and seldom most needed where it is found.”

L.E.J. Brouwer

“In business a reputation for keeping absolutely to the letter and spirit of an agreement, even when it is unfavorable, is the most precious of assets although it is not entered in the balance sheet.”

Oliver Lyttelton

“It turns out that when we look at a new product in a store we tend to think that the more features there are, the better. It’s only once we get the product home and try to use it that we realize the virtues of simplicity.”

James Surowiecki

vide each incremental wage step in all grade levels for both categories of staff into four without changing the minimum and maximum in the Table of Salary Scales; 2) create a special allowance for staff members at the maximum of their grade levels with good work performance but not meeting the requirements for promotion; and 3) amend the requisite portions of the *Staff Regulations and Rules* to reflect these changes.

- To facilitate the new budget system, the timing of the WSM and GBM will be changed. The WSM will be held in October instead of February and the GBM in April instead of June. To accommodate this change, the transitional year 2007 will have two WSMs. The first was held in Bali in March; the second will be hosted by Vietnam, 16–18 October.

The GBM elected APO Director for Indonesia Besar Setyoko as APO Chairman for 2007/2008 and Acting APO Director for Iran Dr. Mahmood Ghanizadeh and APO Director for Japan Tadao Chino as First Vice Chairman and Second Vice Chairman, respectively. The meeting unanimously reappointed Secretary-General Shigeo Takenaka to a second term.



(L-R) Chino, Dr. Ghanizadeh, and Setyoko

In his opening message, APO Chairman Dr. Ajay Dua said that the world was moving inexorably toward becoming a global village. “Trade boundaries are blurring, perhaps to eventually disappear altogether. These changes bring both threats and opportunities to our local enterprises or SMEs.” He identified competition as a major threat, although the world has become a more level playing field for SMEs to be global players. However, most SMEs still require substantial assistance to grow and develop before they can leverage available opportunities. Increasing productivity, he added, must be one of their strategic thrust areas. As they do not have the luxury of time, haste must be made to bring them the needed assistance. Dr. Dua’s message also said that to forge ahead, APO member countries must not only move and change with the times but also aspire to be change leaders, with fresh ideas to do things better or to break new ground. In this process, he said that the APO could be an important catalyst for member countries by making available expertise and programs to support this endeavor.

Mongolian Minister of Industry and Commerce Dr. Tseren Davaadorj, in his inaugural address, said that the productivity and quality movement in Mongolia had started at about the same time that the country embraced democracy and the market economy. Recognizing that productivity growth is vital for sustaining development and reducing poverty, Mongolia had prepared the National Productivity Policy for 2006–2020, the Minister added. “In the era of globalization, it is becoming more crucial to be more competitive, build recognition in the world arena, and expand markets.”

Mongolian President Nambaryn Enkhbayar said in his message that the nucleus of world development had been shifting from America and Europe to Asia. “This has been intensifying and today most of the social and economic indicators of Asian countries show Asia’s leading position.” He pointed out that greater cooperation among Asian countries was vital to increase their role in defining the direction of world development. He noted that since joining the APO 15 years ago, Mongolia had sent over 1,500 professionals and managers to APO programs, and APO experts deputed to Mongolia had completed many projects. As a result, Mongolia now has its own model enterprises. The President also informed the meeting that Mongolia had developed its National Development Policy based on the Millennium Development Goals. He requested international organizations’, including the APO’s, support for the implementation of this holistic policy. He concluded by commending the National Productivity and Development Center (NPDC) for its efforts in developing the country’s human resources and disseminating productivity awareness.

APO Director for Mongolia and NPDC Chairman and CEO Dr. Pagvajav-Un Shurchuluu said that it was an honor for the NPDC to host the GBM. The productivity journey in Mongolia began in the early 1990s and Mongolia’s membership in the APO was a significant milestone. The NPDC is celebrating its 15th anniversary this year. “We have made a number of proud achievements,” declared Dr. Shurchuluu. Among those he listed were a successful change management project at Baganuur Mining Co., which now serves as a role model of productivity management for other Mongolian enterprises, and the National Productivity Policy mentioned by Minister Davaadorj. Dr. Shurchuluu said that the NPDC would continue to aspire to become a center of excellence. He reaffirmed his commitment to both national and international societies to make tomorrow better than today. He thanked the APO and its member countries for their support.



Cultural Ambassador Khongorzul Ganbaatar performing a Mongolian long song

The GBM was not all business. The delegates were treated to a cultural night at the welcome dinner hosted by Dr. Shurchuluu, featuring traditional chamber orchestra music, Mongolian long song, traditional dances, *khuumei* (throat singing), *morin khuur* (horse fiddle) music, contortion acrobatics, and an appearance by Mongolian violin prodigy Degi who enthralled the audience with her mesmerizing music. On the final day, before the closing session, delegates visited the newly developed 13th Century National Park depicting nomadic life during the time of Chinggis Khaan, where special performances were held. En route, the delegates viewed a 30-meter monument being built of Chinggis Khaan on horseback, on a base 10 meters high. It was a memorable way to wrap up the GBM. 🌀

Into new dimensions: CSR

It is generally agreed that a reinterpretation of the basic concepts of productivity beyond the economic dimensions is required. An APO study meeting on the Social Dimensions of Productivity held in Kuala Lumpur, Malaysia, 28–31 May, considered five such dimensions: impact of globalization on national productivity and strategies for its improvement; socially sensitive enterprises and their actions during corporate restructuring; social enterprises and their role in the nonprofit sector; social capital and productivity; and corporate social responsibility (CSR) and achieving it through organizational development. A seminar was organized in Tokyo to focus specifically on one of them: CSR. The following article was contributed by one of the seminar resource persons, Singapore Compact for CSR Executive Director Thomas Thomas.

Five days of learning occurred when 19 participants from 12 APO member countries converged on Tokyo to share experiences in and investigate Japanese examples of CSR, 11–16 June. The seminar participants included government officials, business leaders, academics, and CSR practitioners. The seminar kicked off after the opening formalities with a lecture by Professor Scott T. Davis of Rikkyo University. He explained the beginnings and development of CSR, what it means, and put it into the global and Japanese contexts. Professor Davis showed that profits, people (the social dimension), and the planet (the environmental dimension) form an inclusive continuum. His diagrams and descriptions illustrated that CSR is the only way to tackle effectively the many challenges now facing society.

I was the other resource person, and my presentation on issues in CSR practices in the Asia-Pacific region acknowledged the different levels of CSR achieved and challenges faced. The definition of CSR is being developed, although the main criteria are accepted. Many CSR issues are still evolving, while the roles of business and government in ensuring that CSR is a priority are also unclear. It is only in tackling the needs of society that these issues can be resolved.

Company visits and presentations by business representatives showed that although all had different perspectives on CSR, they were able to make a difference in society. For example, the independent research company and CSR specialist IntegreX showed how CSR can be measured to help companies improve their performance and attract informed investors. It was pointed out that companies with better CSR performance also yield better returns to investors. Seven and i Holdings explained how good CSR practices equal better business. Its business grew as it tried to meet the needs of customers and employees. However, the representative cautioned that needs and wants change with time, CSR is a journey,



Thomas lecturing on CSR practices

and processes and systems must be in place to ensure effectiveness.

JAL had problems with its safety record, affecting its reputation and bottom line. CSR for the airline meant ensuring flight safety by operating in an open, transparent manner. Along with safety, stakeholder engagement and environmental activities formed part of JAL's CSR agenda. Soy sauce manufacturer Kikkoman is located in a residential area of Chiba. Relations with the community have sustained the company over many decades and helped it to grow. Kikkoman is justifiably proud of its environmental record and stressed that sustainable development was achieved by the twin wheels of safety and stability.

During the visit to Amor Towa Corporation, President Takeo Tanaka explained how the corporation grew by simply addressing the needs of shopkeepers and the community. Amor Towa makes a big difference in the lives of many in the community by delivering hot meals to the elderly, looking after children, or providing cleaning services. Panasonic showed that it remains true to the vision of founder Konosuke Matsushita with its goal of being a "super honest" company and a technological leader generating good returns for shareholders.

From exchanges among participants, we learned that CSR champions in many countries are doing a lot in small ways with limited resources and publicity. Just as there is no standard definition of CSR, there is also no standard CSR practice or result. However, everyone agreed that we can all make a difference for the better by understanding the CSR message and practicing it in the workplace, marketplace, community, and environment. 🌀

APO/NPO update

New APO Alternate Director for Korea

Mr. Hyunho Ahn, Director-General, Industrial Policy Bureau, Ministry of Commerce, Industry & Energy, was appointed APO Alternate Director for the Republic of Korea w.e.f. 1 May 2007.

New APO Liaison Officer for Vietnam

Ms. Nguyen Thu Hien, Head of International Cooperation Division, VPC, was appointed APO Liaison Officer for Vietnam w.e.f. 15 July 2007.



p-Experts deputed by the APO

CAMBODIA

Vice President **Tadashi Ando**, Oita OVOP International Exchange Promotion Committee, Japan, Researcher **Rika Fujioka**, University of London, and Director of Policy and Community Enterprise **Aucharawan Maneekeet**, Development Division, Bureau of Community Enterprise Promotion, Community Development Department, Ministry of Interior, Thailand, 5–6 June, and President **Dr. Morihiko Hiramatsu**, Oita OVOP International Exchange Promotion Committee and former governor of Oita prefecture, Japan, 5 June 2007, were deputed as resource persons for the national roundtable conference on the “One Village, One Product” Movement.

REPUBLIC OF CHINA

Project Manager JI/CDM **Dr. Ayse Frey**, Carbon Management Service Department, TÜV SÜD Industrie Service GmbH, Germany, and Executive Officer–Planning **Hiroshi Tokuda**, Natsource Japan Co., Ltd, Japan, were deputed as resource persons for the study meeting on the Clean Development Mechanism, 29 May–1 June 2007.

FIJI

Justices’ Law Clerk/Assistant Registrar **Faizal s/o Mohamed Abdul Kadir**, Supreme Court of Singapore, and Assistant Director **Carol Liew**, Singapore Mediation Centre, were deputed as experts for TES on Dispute Management Skills/Mediation Training, 15–17 May 2007.

INDONESIA

Director **Dr. Yoshihisa Onishi**, Auditor, Assessment & Registration Division, Japan Food Safety Management System Assessment & Registration Body, Japan Food Industry Center, was deputed as technical expert for TES on Improvement of Productivity and Sanitation in PT Niramas Utama, 28 May–4 June 2007.

ISLAMIC REPUBLIC OF IRAN

Principal Consultant **Abdul Wahab Mohamad**, LQ Goodman & Associates, Malaysia, was deputed as resource person for TES for the workshop on Measuring TFP, 21–23 May 2007.

President/CEO **Hiroshi Iwayama**, RIIM Chu-San-Ren, Inc., Japan, was deputed as expert for TES on Genba Kaizen & 5S, 21–29 May 2007.

JAPAN

Deputy Secretary **Dr. Yeameen Akbory**, Ministry of Industries, Bangladesh, National Fellow **Dr. Pratap Singh Birthal**, National Centre for Agricultural Economics and Policy Research, India, Professor **Dr. Marimin**, Department of Agro-industrial Technology, Faculty of Agricultural Technology, Bogor Agricultural University, Indonesia, Associate Professor and Associate Dean for Research and Technology **Dr. Saeed Yazdani**, Faculty of

Agriculture, University of Tehran, Iran, Assistant Secretary Salvador **S. Salacup**, Agribusiness and Marketing and Goal 2 Focal Person, Department of Agriculture, Philippines, Acting Director (National Resource Management) **H.S. Dharmawardena**, Ministry of Agriculture Development and Agrarian Services, Sri Lanka, Professor and Coordinator **Dr. Athapol Noomhorm**, Food Engineering and Bioprocess Technology, Asian Institute of Technology School of Environment, Resource and Development, Thailand, Vice Chairman **Luu Tien Thuan**, Department of Agricultural Economics and Resource–Environmental Economics, Cantho University School of Economics and Business Administration, Vietnam, and Vice President **Prof. Reuel K. Virtucio**, Business Development, STI Education Services Group, Philippines, were deputed as national experts for the working party meeting for the research on Supply Chains in Agribusiness, 5–7 June 2007.

REPUBLIC OF KOREA

Principal Consultant **Enrique V. Abadesco**, Effectiveness Advisors, Philippines, President **Hitoshi Seki**, SEK Consulting, Japan, 15–18 May, and Managing Director **David VanAmburg**, American Customer Satisfaction Index, USA, 17–18 May 2007, were deputed as resource speakers for the training course on Customer Satisfaction for Improving Corporate Competitiveness.

MALAYSIA

Senior Manager **Mitsuo Takegasa**, Brand Management Department, Corporate Communications Division, Hitachi, Ltd., Japan, was deputed as resource person for TES for the conference on Marketing and Retailing, 29–30 May 2007.

Prof. Yoji Inaba, College of Law, Nihon University, Japan, Associate Professor **Tan Wee Liang**, Singapore Management University Lee Kong Chian School of Business, President of EANPC and Managing Director **Peter Rehnström**, Finnish Work Environment Fund, Finland, and Dean of College of Business, **Dr. Sandra L. Gill**, Benedictine University, USA, were deputed as resource persons for the study meeting on the Social Dimensions of Productivity, 28–31 May 2007.

MONGOLIA

Principal Consultant **Sabapathy Paul Chandran Narayanan**, PSB Corporation, Singapore, was deputed as technical expert for TES on the Human Resource Development Certification Programme, 21–25 May 2007.

PAKISTAN

Lead Auditor and Senior Consultant **Geok Boon Chua**, Independent European Certification (M) Sdn. Bhd., Malaysia, Fish Processing Technology Branch Head **Yeap Soon Eong**, Agri-Food & Veterinary Authority, Marine Fisheries Research Department, Singapore, Pro-

Program calendar

October

Republic of China

Seminar on the Management of Agrochemical Residues in Food, 1–5 October 2007.

Study Meeting on Green Procurement and Green Supply Chains, 30 October–2 November 2007.

India

Seminar on Agricultural Insurance Systems for Small Farmers, 24–30 October 2007.

Indonesia

Training on Biological Control of Insect Pests on Tropical Crops, 30 October–7 November 2007.

Japan

Seminar on SME Development in the Mekong Region: Learning from Excellent SMEs in Japan, 15–19 October 2007.

Philippines

Seminar on Effective Traceability Systems for Processed and Internationally Traded Food Products, 1–5 October 2007.

Thailand

Seminar on Animal Health Management for Improving Productivity, Food Safety, and Market Access, 22–26 October 2007.

Kindly contact your NPO for details of the above activities, including eligibility for participation. If you need the address of your NPO, it is available from the APO Web site at www.apo-tokyo.org.

fessor **Dr. Flordeliza Alvarez Lantican**, Department of Agriculture Economics, College of Economics and Management, Philippines, and Director **Dr. Saipin Maneepon**, Institute of Food Research and Product Development, Kasetsart University, Thailand, were deputed as resource persons for the seminar on Good Management Practices for Enhancing the Value Addition of Fishery Products, 14–18 May 2007.

VIETNAM

Director **Yasuhiko Inoue**, International Department, JPC-SED, was deputed as expert for TES to the national seminar on Performance Assessment for SMEs and Consultancy on Development of the NPO of Vietnam, 28 May–1 June 2007.

— KPC golden jubilee illuminates the future —

The age of 50, according to the Chinese philosopher Confucius, is when one understands destiny. This is the age at which true wisdom begins to accumulate after a half-century of learning and observing the world. What does it mean for an organization to reach 50 years? Chairman and CEO of the Korea Productivity Center (KPC) and APO Director for the Republic of Korea Sung-Ki Bae, speaking at an event celebrating the KPC's 50th anniversary said, "The KPC, having reached the age of 50, has become an expert group. We now understand destiny within the field of productivity." Bae expressed appreciation for the endeavors of the 250 KPC staff in attendance and for their contribution to the achievements of the organization.

50th 창립 50주년 1957-2007
At the 50th anniversary event, the KPC announced its new management vision, which is to be "the best total solution provider (TSP)" by 2010. "Being a TSP means being expert on knowledge service to provide integrated training and consulting solutions," a staff member explained. In the commemorative address, Bae pointed out that, "No organization can survive in today's competitive global market with an ill-defined management paradigm. An organization that is not proactive and lacks initiative can only react defensively within the competitive business environment because it does not have a mid- and long-term strategy for sustainable future growth." While emphasizing the importance of establishing a management vision and strategic objectives, Bae called upon KPC staff to commit themselves fully to supporting the new vision, saying, "We should all carry out the task of developing and investing in new projects, executing continuous management innovation, promoting the KPC's brand image, and establishing a harmonious organizational culture to make our vision a reality."

In addition to the commemoration of its anniversary, the KPC organized a variety of events to raise public awareness of productivity in its jubilee year. In January, a writing competition with the theme of "productivity innovation" was held for university and postgraduate students. In May, a special forum for top managers of Korean SMEs was organized, at which Minister of Commerce, Industry and Energy Young-Ju Kim spoke on the impact of the Korea-US free trade agreement on local SMEs and outlined measures to enhance competitiveness, both key issues for Korean industry. An online consulting service for SMEs, the e-Productivity Innovation Service, became operational on 2 July.

The KPC was established in 1957 to help rebuild the nation's industry from the ashes of the Korean War and to contribute to a better quality of life through productivity improvement. The Republic of Korea was one of the original signatories to the APO Convention, and the KPC has been the national productivity organization of the government from the beginning. It has been tireless in developing future-oriented consulting methods and effective training tools since it became a special corporation under the Ministry of Commerce, Industry and Energy in 1986. This was in line with governmental initiatives to promote systematic productivity improvement in Korean industry.

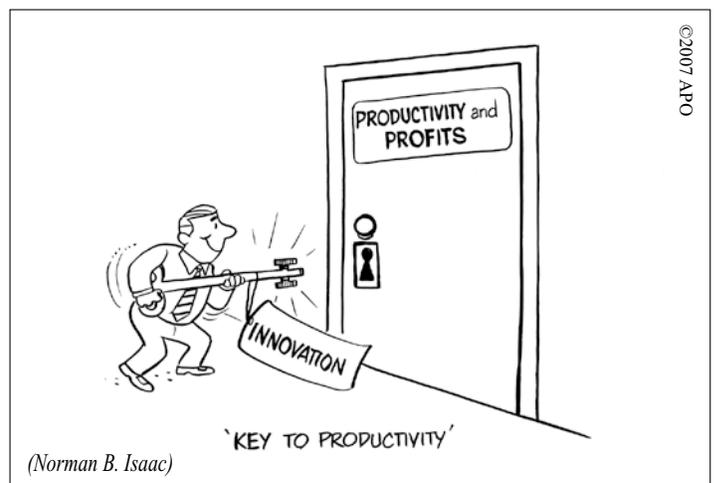
Every year, the KPC offers more than 1,000 training courses to around 130,000 trainees, making it the largest training provider in the country. It is the leading organization in efforts to enhance national productivity and create customer satisfaction. KPC services are designed to meet the needs of both the public and private sectors. The organization conducts comparative research on international labor productivity and compiles an index for public reference.



Bae addressing KPC staff

It also tracks the National Customer Satisfaction Index and National Brand Competitiveness Index. The invaluable contributions these and other activities have made to the industry, service, and agriculture sectors established the KPC as the foremost provider of consultancy on productivity.

APO Secretary-General Shigeo Takenaka sent a video message to the KPC in both Korean and English congratulating it for its past success and conveying best wishes for the future. The Secretary-General stated that, "The KPC's commitment to promoting the exchange of ideas, experiences, and know-how for improving productivity within the region has been greatly appreciated and respected by its counterparts in the region. The APO, in this regard, is very proud of having the KPC as a partner in the pursuit of higher productivity in the region." 🌀



(Norman B. Isaac)