



# A·P·O *news*

MONTHLY NEWSLETTER OF THE ASIAN PRODUCTIVITY ORGANIZATION

## NEW YEAR MESSAGE

### APO Secretary-General Takashi Tajima



**A**s we bid welcome to 2003, it is my pleasure to wish all APO friends and readers of the *APO News* "A Very Happy and Prosperous New Year!" and to thank you for your interest in this newsletter. Over the past year, I believe that most of you, if not all, have made valuable contributions to the APO in the implementation of its programs to assist member countries in their socio-economic development through improving productivity. I would like to express the APO's sincere gratitude for your support and cooperation. We look forward to your continued involvement in our cause.

The end of one year and the start of another is a time for reflection, new resolutions, and making plans for the year ahead. As we look back on 2002, we take encouragement from the achievements, resolve not to repeat mistakes and oversights, and set new goals to strive for. This process is true for individuals as well as for organizations.

Among the accomplishments of the APO in 2002, the following are some highlights: the entry of the Lao People's Democratic Republic as the 19th member of the APO; the publication of the first-ever *APO Asia-Pacific Productivity Data and Analysis 2001*; the establishment of the Intranet and the APOnet IT systems in the APO Secretariat; harnessing private-sector involvement in the APO Green Productivity program; participation in the World Summit on Sustainable Development in Johannesburg; and the 2nd APO World Conference on Green Productivity in Manila.

In the APO Secretariat, we continued to make strenuous efforts to renovate and improve the operational systems in order to serve member countries more efficiently and effectively, with positive results. At the same time, in response to the prolonged financial constraints of member countries, the Secretariat has embarked on a cost-reduction program to release as many funds as possible for projects beneficial to them. These cost-cutting measures will likely be intensified in the year ahead.

In 2003, the APO will continue to undertake projects that promote knowledge management; extend the Green Productivity program; strengthen SMEs and NPOs; enhance integrated community development activities; give added focus to agricultural productivity; intensify the use of IT in its operations; and provide more and better productivity data and analysis service.

In all that we are setting out to do and achieve, improving the quality of life of all the people in APO member countries is our ultimate concern. It is the APO's resolve to spare no effort to achieve this. 

Volume 33 Number 1  
January 2003

**"Without the vision to anticipate and adapt to change the most productive worker today will be unproductive tomorrow."**

**Richard Tully**

#### INSIDE

- 2 ... **p-Watch—Australia**
- 3 ... **The Secretary-General's schedule**
- 4 ... **New APO publications**
- 4 ... **Common Sense Talk**
- 5 ... **Manila to host APO annual planning meeting**
- 6 ... **Integrated productivity improvement for supporting industries**
- 6 ... **e-Books on the APO Web site**
- 7 ... **p-Experts**
- 7 ... **APO/NPO update**
- 7 ... **Program calendar**
- 8 ... **2nd World Conference on Green Productivity**

Published by

**Asian Productivity Organization**  
Hirakawa-cho Dai-ichi Seimei Bldg. 2F  
1-2-10 Hirakawa-cho, Chiyoda-ku  
Tokyo 102-0093, Japan  
Tel: (81-3) 5226-3920  
Fax: (81-3) 5226-3950  
E-mail: apo@apo-tokyo.org  
Web site: www.apo-tokyo.org



Printed on Recycled Paper



## The power of business process management

**F**ormer US President Bill Clinton, in a recent interview on US television, was asked about the most important lesson he learned from his eight years in office. In response, he commented that it was not until after he left the Oval Office that he fully appreciated the “importance and power of process.” His comment was made in the context of developing public policy, managing the operations of government, and measuring results.

When we review the development of productivity improvement initiatives over the past century, breakthroughs or leapfrog process improvements occur as a result of either internal innovation or external threat. Internal improvements occur in organizations where corporate management and culture encourage, reward, and recognize improvement suggestions by employees. Sony Corporation is a shining example. Investment in R&D is also a key driver in achieving breakthroughs.

External threats can also lead to higher productivity when circumstances or events necessitate new initiatives for improvement. For example, the book *The Machine that Changed the World*, which is about the Toyota manufacturing process, forced US motor manufacturers either to adjust and adapt or be left out of the industry. The “Toyota standard,” which they shared with the industry, is now the benchmark for vehicle manufacturing worldwide.

But the greatest catalyst for change in all of these circumstances has been and still is the continuous rise in customer expectations for better products and quality service. If organizations are to meet the changing needs of the market (customers), what do they have to do? One key answer is to improve continuously in their business process management (BPM), an ongoing undertaking for assessing, analyzing, and improving the performance of key business processes based on

customer needs. Occasionally BPM has been described as end-to-end business management. A concise definition of a process is “a series of definable, repeatable, and measurable tasks leading to a useful result for an internal or external customer.”

**“BPM is successful in both private- and public-sector organizations because it engages top management in the improvement process from the outset.”**

Although BPM is being promoted as a “new wave” management tool in Australia, it is not a new approach. When we examine the key concepts and the accompanying attributes of BPM, we will see that it embraces elements of total quality management, Six Sigma, ISO 9000/2000, business excellence frameworks, continuous improvement, benchmarking, reengineering, and customer relationship management.

BPM is successful in both private- and public-sector organizations because it engages top management in the improvement process from the outset. Because the approach is simple and market driven, and as it will deliver end-to-end bottom-line results, top management can quickly see the business benefits of leading the implementation of BPM. According to Gartner, a foremost worldwide IT research and consulting organization, “By 2005, at least 90% of large enterprises will have business process management...enterprises that continue to maintain hard-core flow control, or insist on manual process steps and do not incorporate the benefits of BPM will lose out to competitors who adopt BPM.”

One of the great discoveries of the power of BPM was during the contingency planning for the supposed Y2K phenomenon. Organizations and

businesses needed to ensure that end-to-end operations would continue to function after 1 January 2000. Smooth business processes became the key drivers to ensure the “interlocks” with functions were tested and operational. Many process improvement opportunities were discovered during this Y2K period.

A recent BearingPoint (formerly KPMG Consulting) report revealed that most successful acquisitions and mergers use “a robust and well-managed process” from the outset. The reason top management realizes the importance of BPM as a productivity improvement method is because it delivers positive business outcomes.

There are three key phases in a market-driven approach to BPM:

1. Process assessment involves determining customer requirements, mapping the processes, collecting process performance data, and rating the processes based on these data.
2. Process analysis uses the data collected under process assessment to evaluate and develop plans to improve the processes.
3. Process improvement involves implementing the process improvement plan, obtaining customer feedback on the results, revising the plan as appropriate, and rolling out the solution across the organization.

What does the top management team have to do? It must understand that improvement is required and provide the leadership to appoint and support an executive process improvement team and ensure that the measurement of results shifts from traditional financial outcomes to include process measurements found in balanced scorecards or “nonfinancial indicators.” These process measurements must become part of the management measurement system.




Process management yields a variety of results for the enterprise. Here are some examples:

- Positive customer and employee climate surveys;
- Cycle time reduction in planning and reporting;
- Faster turnaround of products and services;
- Reduced error rates;
- Reduced shipping and transit times;
- On-time schedules;
- Improved service availability and responsiveness; and
- Competent employees attracted and retained.

However, the top management team must be:

- Patient, because process improvement results are not short term; and
- Prepared to modify the management system (structure and organization) to adapt to process changes.

There is no doubt that BPM forces a focus on the quality of management as well as the management of quality in an organization. Because it is market driven, customer focused, and it works, positive productivity and business outcomes are the reward. 

**Richard Barton was the Process Improvement and Quality Management Executive for IBM in Australia and New Zealand. Among previous distinguished positions he held was General Manager in the Australian Quality Council. In this capacity, he had a long and close association with the APO. Mr. Barton writes this column regularly for the APO News.**

## From the SECRETARY-GENERAL'S schedule

**December 2002**

*2 December*

APO Secretary-General Takashi Tajima received a courtesy call from Mr. Al-Ameen Chaudhury, APO Director for Bangladesh and Secretary, Ministry of Industries, who was visiting the APO Secretariat with members of a Bangladeshi study mission to Japan to study the productivity movement and industrial policies for SMEs. The mission was sponsored by the APO under its program for bilateral cooperation between NPOs.

*4 December*

Gave the welcome address at the opening session of the APO seminar on "Sanitary and Phytosanitary Measures" held in the APO Secretariat.

*8-12 December*

Official visit to the Philippines to attend the 2nd APO World Conference on Green Productivity, Manila, 9-11 December.

During the visit, the Secretary-General was the special guest at a dinner hosted by the APO Society of the Philippines on 11 December.



*Mr. Tajima making a presentation on "the APO's approach to Green Productivity" during the plenary session of the GP world conference*

*13 December*

Attended a farewell luncheon hosted by the Japan Productivity Center for Socio-Economic Development in Tokyo for members of the study mission on "Productivity Promotion" from Cambodia, Laos, and Myanmar and for participants of the seminar on "Quality Management of Services of NPOs." Among the study mission members were Vice Minister Somboun Rasasombath, Laos Ministry of Industry and Handicrafts; Dr. Somboune Manolom, APO Alternate Director for Laos; and Under Secretary of State Hui Lim, Ministry of Industry, Mines and Energy of Cambodia.



## New APO publications



### KNOWLEDGE MANAGEMENT FOR CORPORATE INNOVATION

APO 84 pp. December 2002 ISBN 92-833-2335-1

Knowledge management is currently considered a key to future business growth, and knowledge will be a main contributor to productivity. For business enterprises, ideas, know-how, the accumulated experiences of workers, and corporate vision and culture are vital to their success. Nurturing these intangible assets within an organization and sharing them with workers to enhance competitiveness and productivity are the essence of knowledge management. The importance of knowledge management is reflected in its designation as a thrust area of the APO in 2001.

To help business organizations in member countries strengthen their competitiveness and improve their productivity through knowledge management, the APO adopted the theme “Knowledge management for corporate innovation” for its 2002 Top Management Forum, the 18th in the series. This publication is a report on the proceedings of the meeting and a compilation of presentations made by the resource speakers, most of whom are senior executives of world-class Japanese corporations and academic institutions.

The topics dealt with by the resource speakers included: Corporate knowledge and management innovation; Sharing of tacit knowledge empowers the sales force; The knowledge revolution; Dynamic knowledge-based firms; Knowledge sharing and creation in NTT DoCoMo; Co-creation; Management innovation and IT support; and Leadership in knowledge management.



### ENHANCING SME COMPETITIVENESS IN THE AGE OF GLOBALIZATION

APO 183 pp. December 2002 ISBN 92-833-2336-X

Small and medium enterprises (SMEs) play a predominant role in most, if not all, economies. This is not only because of their number, variety, and involvement in all sectors of the economy. Their contributions to regional development within a country, their supporting role to the larger industries, and their capacity for innovations are widely acknowledged.

Recognizing the importance of SMEs in the economic development of its member countries, the APO has designated their development as one of its thrust areas. In line with this policy and as part of its 40th anniversary commemorative program, the APO in collaboration with the National Productivity Council of India organized the International Forum on SMEs in New Delhi in April 2001, with the theme “Accelerating growth and enhancing competitiveness in the knowledge economy.”

This publication provides the conclusions and recommendations of the forum and the text of the base paper on “Global development and small and medium enterprises” as well as those of 22 presentations made at the forum. The book gives important insights into the critical infrastructure issues for the development of SMEs, particularly those relating to strategic alliances, technology absorption, innovative financing, and human resources development.

For order and inquiry on APO publications and videos, please contact the Information and Public Relations Department, 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) 5226-3927, Fax: (81-3) 5226-3957, E-mail: [ipr@apo-tokyo.org](mailto:ipr@apo-tokyo.org)

## COMMON SENSE TALK



“To know the road ahead, ask those coming back.”

*Chinese Proverb*

“The most important thing in terms of your circle of competence is not how large the area of it is, but how well you’ve defined the perimeter.”

*Warren Buffett*

“Your most unhappy customers are your greatest source of learning.”

*Bill Gates*

“The imperatives of technology and organization, not the images of ideology, are what determine the shape of economic society.”

*John Kenneth Galbraith*

“If you do things well, do them better. Be daring, be first, be different, be just.”

*Anita Roddick*

“I think it is an immutable law in business that words are words, explanations are explanations, promises are promises—but only performance is reality.”

*Harold Geneen*

“Your legacy should be that you made it better than it was when you got it.”

*Lee Iacocca*

“Seizing the initiative can make all the difference between winning and losing.”

*Thomas Davis III*

“Without the vision to anticipate and adapt to change the most productive worker today will be unproductive tomorrow.”

*Richard Tully*

“In business you cannot discover new heights unless you have the courage to leave the ground.”

*Seth Godin*



## 2nd World Conference on Green Productivity .....(Continued from page 8)

governance, SMEs, and sustainable development; and (2) deliberating on emerging trends like greening the supply chain and eco-business. About 150 delegates, comprising top governmental officials, senior executives in the public and economic sectors, experts on productivity and the environment, and members of academia, civil society organizations, and regional and international organizations, attended the meeting. At the close of the conference, the delegates adopted a statement on Green Productivity 2002 (full text on page 8).

An inaugural message from Philippine President Gloria Macapagal-Arroyo was presented to the conference by Alberto Romulo, Executive Secretary, Office of the President. Other speakers at the opening sessions were Dr. Eduardo T. Gonzalez, President, Development Academy of the Philippines; Tadao Chino, President, Asian Development Bank; and APO Secretary-General Takashi Tajima.

President Arroyo told the meeting that in our time there are two paramount concerns: the need to achieve economic development and the need to preserve the environment. She further said that her top priority has always been the welfare of the poor who are also the most vulnerable to environmental disasters. "Because they are exposed to pollution, the unhealthy become ill more easily and more seriously. Their inability to access medical care and medicines compounds their problems." When viewed in this light, she added, environmental abuse becomes an issue of justice and equity, life and death.

President Arroyo referred to some of the legislation and remedial actions implemented by her government to address environmental issues relating to garbage disposal, nuclear and toxic waste, mining, air pollution by both stationary and mobile sources, protection of watershed areas and forests, and rural development to stem urban migration. The President also commented that the promotion of sustainable environmental practices in the industrial sector was gaining headway, an example being the integration of environmental management systems in industrial operations by SMEs. She outlined various financial assistance and technical assistance schemes as well as incentives that were



*Mr. Alberto Romulo presenting the inaugural message from Philippine President Gloria Macapagal-Arroyo. On the platform are: (L-R) Mr. Surya Chandak (UNEP), Mr. Tajima, Mr. Chino, and Dr. Gonzalez.*

introduced to encourage the adoption of clean and environment-friendly technologies by industries and local communities.

APO Secretary-General Takashi Tajima in his opening remarks said that further efforts in GP promotion and implementation are necessary as, despite the adoption of Agenda 21 at the Rio Earth Summit in 1992, the world is still beset with a number of environmental problems. He stressed the importance of identifying innovative approaches to enhance GP expertise and practices, particularly for strengthening the NPOs in member countries to serve as focal points for GP promotion and dissemination. Secretary-General Tajima also called for more active involvement of stakeholders in GP in the region. He cited the example of the establishment of the APO GP Advisory Committee in Japan to solicit the cooperation of private-sector enterprises in greening the supply chain and in green purchasing, and expressed the hope that member countries and others will take similar actions.

The full text of President Arroyo's address and Secretary-General Tajima's message can be viewed on the APO Web site at: [www.apo-tokyo.org](http://www.apo-tokyo.org). The February 2003 issue of the *APO News* will feature highlights of some key papers delivered at the 2nd GP world conference. ☺

## Manila to host APO annual planning meeting

The APO will hold its 43rd Workshop Meeting of Heads of National Productivity Organizations (NPOs) in Manila, the Philippines, 18–20 February. This is the APO's annual planning meeting with the NPO heads and the agriculture delegates of its member countries. Also in attendance will be the advisers of the delegates as well as observers from countries, NGOs, and international organizations that have close collaborative relationships with the APO. Staff members from the APO Secretariat will also be in attendance, making a total of about 60 delegates in all. The host organization is the Productivity Development Center, Development Academy of the Philippines.

The workshop meeting will evaluate the previous year's projects, undertake strategic planning, formulate the detailed programs for the next two years, and deliberate on productivity issues. The report of the workshop pro-

ceedings will be submitted to the APO Governing Body, which meets a few months later, for information and approval.

The workshop meeting will be officially inaugurated by the Philippine Secretary for Social-Economic Planning and Director-General of the National Economic Development Authority, Romulo L. Neri. The opening session will also be graced by the Philippine Secretary for Natural Resources and Environment, Elisea G. Gozun, who will give the keynote address. APO Secretary-General Takashi Tajima will present a statement.

A traditional feature of the meeting is a special presentation on a subject of current interest to APO member countries. This year's theme is "Sustainable Rural/Community Development" and the speaker will be Dr. Cielito F. Habito, Professor of Economics, Ateneo de Manila University.

# Integrated productivity improvement for supporting industries

There are many ways to enhance productivity in a manufacturing and service company. Some of the more traditional and commonly used techniques are: production management, industrial engineering, production planning and control, plant layout and materials handling, quality control, productive maintenance, and IT applications. These techniques can be integrated into a cohesive whole to boost productivity within an enterprise. This approach is especially useful to the supporting industries as they have to provide goods and services to the larger enterprises, most of which have high expectations of quality and value for their purchases.

It was in this context that the APO organized a workshop on “Integrated Productivity Improvement in the Supporting Industries” in Bangladesh, 27–31 October 2002. Sixteen participants from 10 member countries took part. The workshop was inaugurated by the Bangladesh State Minister for Industries, Prof. M. Rezaul Karim. Other speakers at the opening session were Al-Ameen Chaudhury, Secretary, Ministry of Industries and APO Director for Bangladesh, and M. Zamirul Akhter, Director of Bangladesh NPO. The event was graced by about 70 guests representing governmental agencies and business associations.

State Minister Prof. Karim said that the Government of Bangladesh is giving top priority to industrialization, poverty alleviation, human resources development, increasing per capita output, and improving the quality of life of the people. In its endeavor to overcome poverty, unemployment, and underemployment, the country is depending on the development of a dynamic small

industry sector to generate employment and industrial diversification, he added. In this regard, the APO workshop on “Integrated Productivity Improvement for Supporting Industries” was most timely and important for Bangladesh, said Prof. Karim.

The State Minister told the meeting that quality and productivity are never accidental. They are always the result of intelligent efforts and a positive will to produce superior products and services. He spoke of the need for Bangladesh to embark on an intensive campaign to create productivity consciousness at the national, sectoral, and enterprise levels. To make this possible, the government will strengthen the National Productivity Organization of Bangladesh and utilize the electronic and print media to bring the productivity message to every nook and corner of the country.

The workshop was conducted by four resource persons, two from the host country and one each from Thailand and Sri Lanka. The topics they propounded on included: Basic IE techniques: Kaizen approach to problem solving; Application of 5S; Techniques for productive work environment; Total quality management; Total preventive maintenance; Problem solving with QCC; and Working conditions and social accountability standards as means to improve productivity. Participants were taken to visit Micro Electronics where they were briefed by the CEO and other executives on the company’s business strategies and watched a quality circle presentation on how the members successfully resolved a problem in the painting section. This presentation created much enthusiasm among the participants for initiating similar QC activities in their own organizations. ☺

## e-Books on the APO Web site

Following the current development in the publishing industry, which has the potential to be the most far-reaching change since Gutenberg’s invention, and as part of its plan to enhance its information dissemination program, the APO has introduced electronic books (e-books) on its Web site at [www.apo-tokyo.org](http://www.apo-tokyo.org). An

e-book makes the contents of a publication available to readers in electronic form over the Internet. Thus, they could be accessed by a much larger number of readers, literally any place in the world so long as they have Internet connections, and at any time according to their convenience.



The titles currently available on the APO Web site are: *Asian Cases on Supply Chain Management for SMEs*; *The Quest for Global Competitiveness through National Quality and Business Excellence Awards*; *Productivity Measurement in the Service Sector*; and *Organizational Change for Participatory Irrigation Management*. All are APO publications. Although this initial offering by the APO is a modest one, plans are underway to create a sizable library of e-books on productivity relating to the industry, service, and agricultural sectors.

After taking into consideration the Internet bandwidth constraints in many of its member countries, the APO has provided the e-books in PDF format in which readers can easily download their contents on a chapter-by-chapter basis. The APO is permitting readers to copy and reproduce its e-books for personal use only. For all other purposes, prior permission must be obtained.



## BANGLADESH

**Dr. Shinichiro Kawaguchi**, President, MSC Consulting Ltd., Japan, was deputed to conduct a Member Country Support Program, 8–20 December 2002.

## REPUBLIC OF CHINA

**Dr. Teruo Mori**, Mori Consulting Office, Japan, was deputed to conduct a seminar and provide consultancy services on Six Sigma Technology for Project Management, Parameter Design & Tolerance Design, 3–6 December 2002.

## FIJI

**Mr. Ian Gaunt**, Chief Executive Officer, Australian Portfolios, Australia, was deputed to render technical expert services on Hazard Analysis at Critical Control Points, 2–6 December 2002.

## ISLAMIC REPUBLIC OF IRAN

**Dr. Joseph Prokopenko**, International Management Consultant, France, was deputed to make presentations on Management Change & Productivity Improvement Strategy, 21–23 December 2002.

**Mr. Kabir Ahmad Mohd Jamil**, Manager, Quality Management Unit, National Productivity Corporation, Malaysia, was deputed to conduct workshops on Total Quality Management, 14–18 December 2002.

**Mr. Mustapha bin Sufaat**, Manager, Business Management Excellence Unit, National Productivity Corporation, Malaysia, was deputed to conduct workshops on Total Quality Management, 21–25 December 2002.

## APO/NPO update

### India telephones have eight-digit numbers

As from 10 December 2002, the contact numbers of the National Productivity Council, India, have been amended by adding a “2” to the beginning of the numbers as follow:

Phone: (91)-11-24618480  
Fax: (91)-11-24615002

### New Alternate Director for Pakistan

**Mr. Muhammad Yasin Tahir**, Senior Joint Secretary, Ministry of Industries & Production, has been designated as the Alternate Director for Pakistan with effect from 13 January 2003 in place of **Mr. Muhammad Iqbal Malik**.

### New APO Director for Bangladesh

**Mr. A. F. M. Sarwar Kamal**, Secretary, Ministry of Industries, has been designated as the APO Director for Bangladesh with effect from 25 January 2003 in place of **Mr. Al-Ameen Chaudhury**.

## JAPAN

The following were deputed to serve as resource speakers in the seminar on Sanitary and Phytosanitary Measures, 4–11 December 2002: **Dr. Jane Chard**, Visiting Scientist on Secondment to the IPPC Secretariat, FAO-UN, Italy; **Mr. Cornelis Sonneveld**, Managing Director, Alesun Food Technology, The Netherlands; **Dr. Kazuaki Miyagishima**, Assistant Professor, Faculty of Medicine, Kyoto University, Japan; **Mr. Shiroh Inukai**, International Affairs Officer, World Trade Organization Office, International Affairs Department, General Food Policy Bureau, Ministry of Agriculture, Forestry and Fisheries, Japan; **Dr. Yukiko Yamada**, Director for International Affairs, Research Planning and Coordination Division, National Food Research Institute, Japan; and **Mr. Minoru Yamamoto**, Deputy Director, Animal Health Division, Livestock Industry Department, Agricultural Production Bureau, Ministry of Agriculture, Forestry and Fisheries, Japan.

The following were deputed as resource speakers in the workshop on Green Productivity and Ecotourism, 28 November–1 December 2002: **Ms. Lisa Choegyal**, Tourism Resource Consultant, Nepal; **Mr. Arturo M. Alejandrino**, Executive Director, Aklan Tourism Development Task Force, Philippines; and **Mr. Anthony Wong**, Group Managing Director, Asian Overland Services, Tours & Travel, Malaysia.

## MALAYSIA

**Mr. Bruce Searles**, Director, Benchmarking Partnerships, Australia, was deputed to render technical expert services in the Benchmarking Study on Project Management, 17–19 December 2002.

## MONGOLIA

**Mr. John Parsons**, Consultant, Australia, was deputed to serve as chief expert in the Demonstration and Dissemination of Results and Experiences of the Model Company, 11–20 December 2002.

## PAKISTAN

**Dr. Suree Bhumibhamon**, Associate Professor, Department for Silviculture, Faculty of Forestry, Kasetsart University, Thailand, and **Mr. Na'aman Jaafar**, Director of International Unit, Forestry Department Headquarters, Malaysia, were deputed to serve as resource persons in the seminar on Afforestation and Sustainable Forest Management, 16–21 December 2002.

## PHILIPPINES

**Mr. Shigeru Inami**, Inami Engineering Office, Japan, was deputed to render technical expert services in the Green Productivity Demonstration Project, 4–6 December 2002.

## SINGAPORE

The following were deputed to serve as resource persons in

## Program calendar

### Republic of China

Symposium on Technological Innovation in SMEs, 27–30 May 2003.

### Japan

J-Net Seminar on Total Quality Management, 18–20 February 2003.

APO Liaison Officers Meeting, 1–3 April 2003.

### Republic of Korea

Study Meeting on Learning Organizations, 18–21 March 2003.

### Malaysia

Practicum Workshop on Green Productivity, 28 February–29 March 2003.

### Thailand

Workshop on Production Planning and Control Techniques in the Manufacturing Industry, 17–28 March 2003.

Seminar on Implementation of TQM in the Service Sector, 12–16 May 2003.

*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](http://www.apo-tokyo.org).*

the study meeting on the Development and Application of Productivity Measurement at Sectoral and Enterprise Levels, 3–5 December 2002: **Mr. John Parsons**, Consultant, Australia; **Dr. Taehee Lee**, Assistant Professor, College of Economics & Business, Kookmin University, Republic of Korea; and **Dr. Takano Nakajima**, Professor, Faculty of Business and Commerce, Keio University, Japan.

**Mr. Dennis Cavagna**, Managing Director, South East Water Limited, Australia, was deputed to render technical expert services in the International Exposition of Innovation and Quality Circles, 9–10 December 2002.

## VIETNAM

**Mr. Jose Jesus Rocas**, Associate Professor, Asian Institute of Management, Philippines, was deputed to render technical expert services on Customer Relationship Management, 9–13 December 2002.

**Dr. B. L. Maheshwari**, Chairman, Centre for Organization Development, India, was deputed to serve as resource speaker in the workshop on Entrepreneurship Development and Job Creation, 26 November–6 December 2002.

**Dr. Fredric William Swierczek**, Associate Professor, Asian Institute of Technology School of Management, Thailand, was deputed to render technical expert services on Consultancy Development Strategy, 2–6 December 2002.



# — 2nd World Conference on Green Productivity —

**T**he APO, in collaboration with the Development Academy of the Philippines-Productivity and Development Center (DAP-PDC), hosted the 2nd World Conference on Green Productivity (GP) in the Philippines on 9–11 December 2002. This was a follow-up to the first world GP conference in 1996.

The APO established its GP program in 1994 as a response to the 1992 United Nations Conference on Environment and Development, popularly known as the Earth Summit, held in Rio de Janeiro, Brazil, and as a strategy to integrate productivity improvement with environmental protection for sustainable development, backed by the APO mission of enhancing competitiveness,

protecting the environment, and achieving social fairness. Since then, the APO has extensively and successfully promoted and publicized the GP concept to all stakeholders in the government, public, and economic sectors and contributed to upgrading the GP capabilities of the national productivity organizations (NPOs) in the APO region.

The 2nd World GP Conference, with the theme “Looking beyond the Johannesburg World Summit for Sustainable Development,” was meant to involve GP stakeholders in (1) defining the future directions of GP in the wake of the United Nations World Summit on Sustainable Development held in Johannesburg, especially its role in community development, corporate

*(Continued on page 5)*

## STATEMENT ON GREEN PRODUCTIVITY 2002

**Appreciating** that the Asian Productivity Organization (APO) launched the Green Productivity program in Asia and the Pacific in 1994, in response to the Rio Earth Summit of 1992, with special funding from the Government of Japan, as a strategy to create a paradigm shift among the stakeholders for productivity enhancement in harmony with environmental protection;

**Having due regard to** the Manila Declaration on Green Productivity adopted during the First APO World Conference on Green Productivity held in the Philippines in 1996, the Johannesburg Declaration adopted during the World Summit on Sustainable Development (WSSD) in the Republic of South Africa in 2002, and further to the International Declaration on Cleaner Production of the United Nations Environment Program in 1998 and the Millennium Development Goals, 2000;

**Recognizing** that Green Productivity is a holistic approach to realize the APO’s vision as expressed in the International Productivity Declaration adopted during the International Productivity Conference held in Singapore in October 2001 for strengthening competitiveness, protecting the environment, and attaining social fairness;

**Emphasizing** that sustainable development continues to be a critical issue that must be addressed with a sense of urgency by all and that the Green Productivity program has shown, with its many successful cases, to be a practical and effective means for attaining sustainable development;

**Noting** that under its Green Productivity program, the APO has extensively and successfully promoted and publicized the Green Productivity concept to all the stakeholders in the government, public, and economic sectors in the region; and that it has endeavored to build the Green Productivity capabilities of the National Productivity Organizations (NPOs);

This Second World Conference on Green Productivity:

- 1 **Confirms** that the Green Productivity program should be the driving force to achieve the Millennium Development Goals and sustainable development;
- 2 **Stresses** that in future plans for the APO’s Green Productivity program, the outcome of the WSSD should be given due consideration, especially with regard to issues related to the management of natural resources, sustainable production and consumption, and eradication of poverty;

3 **Agrees** that the Green Productivity concept and practices should be integrated in the industry, agriculture, and service sectors as well as communities;

4 **Urges governments and businesses as the primary stakeholders in governance** to infuse the Green Productivity concept in their development policies and corporate strategies, respectively;

5 **Calls on all stakeholders** to extend, in the spirit of partnership, their assistance and cooperation to the Green Productivity program; and

6 **Recommends** that the APO:

- 6.1 Encourage all concerned, particularly decision makers in the public and private sectors, to contribute to Green Productivity practices proactively through all possible means including the greening of supply chains with a view to changing unsustainable production and consumption patterns;
- 6.2 Further strengthen collaboration with national and local governments, enterprises, labor unions, financial institutions, academia, trade and professional associations, media, civil society, and international organizations in implementing the Green Productivity program with shared responsibilities for sustainable development;
- 6.2 Promote the incorporation of the Green Productivity concept and approaches in the formal and informal education systems;
- 6.4 Develop indicators at various levels for measuring the results of Green Productivity practices to share with others for effective Green Productivity implementation and promotion;
- 6.5 Urge the NPOs to enhance their capabilities and capacity in planning, implementing, monitoring, and evaluating the Green Productivity program, and also in disseminating its successful cases to contribute to national development goals; and
- 6.6 Contribute to further promotion of the concept and practices of Green Productivity as a key to poverty alleviation in conjunction with the Integrated Community Development program in line with the Partnership Initiative accepted at the WSSD.