



## Knowledge Management— From Brain to Business

True to its name and mission, the APO started 2007 productively by organizing the International Productivity Conference 2007 (IPC 2007) in Bangkok, Thailand, 18–19 January. The Thailand Productivity Institute (FTPI) served as implementing organization and conference cohost. The IPC is a public event organized in conjunction with important milestones, generally once every five years. The IPC 2007 was a double commemorative event celebrating the 45th anniversary of the APO and 12th of the FTPI.

The event was attended by over 300 participants from 19 member countries, with more than 120 from overseas sponsored by the APO. One self-financed participant came from South Africa. The theme of the IPC 2007 was Knowledge Management—From Brain to Business, reflecting the APO's recognition of the importance of knowledge management (KM) as a driver-cum-determinant of productivity. This was explained by APO Secretary-General Shigeo Takenaka, who noted in his opening address the increasing importance of innovation as a means to achieve sustained economic growth. Under such circumstances, he stressed that: "For achieving innovation, the most relevant tool is no longer quality management, but knowledge management in its broadest sense, which includes value creation or knowledge creation."

Deputy Minister of Industry Piyabutr Cholvijarn inaugurated the conference on behalf of the Deputy Prime Minister of Thailand. He stated Thailand was on a journey to become an intelligent, knowledge-based society and that KM "must be integrated in government, business, and academic institutions because it is the leading engine to sustainable growth and the health of our economy."

The keynote speaker was Prof. emeritus Ikujiro Nonaka, Hitotsubashi University Graduate School of International Corporate Strategy, Japan, whose research on knowledge-creating processes and their applications have had a worldwide impact. Prof. Nonaka spoke on the concept of *phronesis* as the basis for leadership in knowledge-creating companies. *Phronesis* may be translated as "practical wisdom," "prudence," or "practical reasoning." The idea of *phronesis* is rooted in Aristotle's typology of knowledge, as differentiated from *episteme* (scientific knowledge) and *techne* (skills and craft knowledge). Prof. Nonaka classifies *phronesis* as high-quality tacit knowledge that can only be acquired through direct experience. He explained that six abilities constitute phronetic leadership, i.e., the ability to: 1) make a judgment on goodness/what is good; 2) share contexts with others to create *ba* (workplaces); 3) grasp the essence of a specific situation; 4) reconstruct particulars into universals using language/concepts/narratives; 5) use any necessary means well to actualize concepts for the common good; and 6) foster *phronesis* in others to build resilient organizations. For enterprises to be resilient in the knowledge-based economy, Prof. Nonaka stressed the need to make *phronesis* a distributed phenomenon and to share phronetic capability collectively across the organization. He added that the creation of *ba* would contribute effectively to distributing *phronesis*.

The other speakers were selected for the exemplary KM practices in their organizations, which had won the prestigious Most Admired Knowledge Enterprises (MAKE) award. Knowledge Transfer Manager Martha Seng, Buckman Laboratories (Asia) Pte. Ltd., Singapore, spoke on collaborative knowledge sharing and how establishing trust is essential for knowledge

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Deputy Minister of Industry Piyabutr Cholvijarn

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"Knowledge management is not a tool to make money, but a way of life, because it shares individual visions, dreams, and what we believe for the future."

Ikujiro Nonaka

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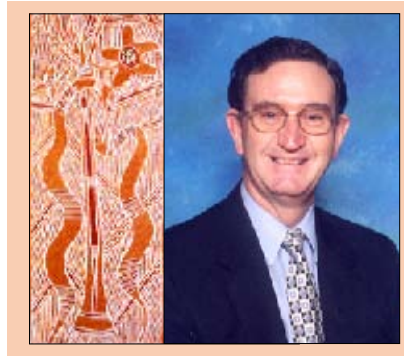
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## Improving productivity through better sales and sales management: Part 2

**P**art 1 of this article in the August 2006 *APO News* discussed sales-related productivity issues by comparing and contrasting the approach of two competitors to a common sales situation. The present article concerns successful sales management. From a business process management perspective, it is important to understand the difference between sales and marketing. Some organizations and employees confuse those two processes and blur the very real distinction between them. Selling requires specific skills. A salesperson's job is not sim-



ply to fulfill a customer's perceived needs, it is to sell products and/or services that can help fulfill customer requirements, sometimes called "selling through." Creating a need through intangibles, by raising awareness and arousing interest, is the task of advertising from the marketing area. That, however, is not selling. Communicating appropriate messages to the marketplace through advertising campaigns, positioning brands for recognition, direct-mail campaigns, and other marketing methods all seek to arouse customer interest that will lead to a sales inquiry. The inquiry

### How good is your sales leadership (a sales manager's checklist)?

Do you plan to win?	<ul style="list-style-type: none"> <li>• Are you active in recruiting new resources for your team?</li> <li>• Do you continuously rank your team and take corrective action with those not meeting expectations?</li> <li>• Do you plan for the assignment of resources to a territory and guide those resources to sales opportunities?</li> <li>• Does your resource placement maximize the use of all sales channels?</li> <li>• Do you assign sales quotas responsibly and fairly, communicate quotas clearly, and adjust quotas seldom?</li> <li>• Do you set incentives to drive sales which achieve strategic objectives?</li> <li>• Do you avoid overplanning?</li> </ul>
Do you lead your sales team?	<ul style="list-style-type: none"> <li>• Do you set an example by selecting priorities and focusing on what is important for winning?</li> <li>• Do you honor your commitments to others?</li> <li>• Do you act enthusiastically and project a winning attitude?</li> <li>• Do you recognize individual and team success publicly?</li> <li>• Do you provide quick and clear feedback based on facts?</li> <li>• Do you seek advice from and share power and responsibility with your team?</li> <li>• Do you support executive decisions?</li> <li>• Are you and your team having fun?</li> <li>• Is there good work-life balance in your team?</li> <li>• Are you considered a role model by your team?</li> <li>• Are you considered a winner?</li> </ul>
Do you drive sales execution?	<ul style="list-style-type: none"> <li>• Are your customers your No. 1 priority, and is this evident to your team?</li> <li>• Do you analyze sales opportunity details so that you can focus on exceptions?</li> <li>• Do you consistently spend time on one-on-one reviews and insist on accurate data in sales databases?</li> <li>• Do you insist on following a common selling process?</li> <li>• Do you observe and guide your team's interactions with customers?</li> <li>• Do you know enough to make accurate sales forecasts without requesting your team for additional information?</li> <li>• Are you monitoring and managing activities, not just results?</li> <li>• Does your team consider you a great coach?</li> <li>• Do you promote consistent use of the corporate sales processes?</li> <li>• Are you promoting shared learning among your team through reviews?</li> </ul>
Do you lead wider team involvement?	<ul style="list-style-type: none"> <li>• Are you consistently promoting the sale of integrated solutions?</li> <li>• Are you responsive to requests from other business units in the organization?</li> <li>• Do you actively participate in cross-business unit meetings to promote and drive sales for the whole organization?</li> <li>• Do you seek win-win solutions with other sales or business managers in the business?</li> </ul>
Do you exploit information technology and knowledge?	<ul style="list-style-type: none"> <li>• Do you make decisions based on facts combined with sound judgment and intuition?</li> <li>• Do you use the standard information resources available?</li> <li>• Do you actively promote the sharing of knowledge among your team?</li> <li>• Do you actively promote the sharing of knowledge with other teams and business units?</li> </ul>

should lead to a sales call of some description, and that is when sales skills come into action. The world-renowned sales trainer Zig Ziglar is known for the assertion: “Nothing happens till somebody sells something!” That “something” can be a product or a service. Sales are what makes enterprises tick. Making the sales process tick productively should be the focus of the sales manager.

While working as a process improvement executive some time ago, a very practical checklist came across my desk. Having spent several years as a salesperson, sales manager, marketing manager, and more recently as executive in charge of the customer relationship process at IBM, I can commend this table to assist in improving efficiency, effectiveness, productivity, and competitiveness in a sales force.

Being a successful sales manager involves all the attributes of top management leadership. It should be remembered that not all successful salespersons make top sales managers. The path to top managerial positions in many outstanding global organizations is through successful sales and sales management, and this is certainly the case within IBM. When we examine the table below, it becomes very clear that successful sales managers ensure that their sales teams identify opportunities; manage those opportunities; manage relationships with customers; and ensure that the appropriate solutions are proposed and designed for customers which will meet or exceed their requirements and will be delivered and installed on time, every time.

Please note that this checklist is very process oriented. Also note that the productivity improvement elements are apparent. This is the type of summary sales management checklist/document used in world-class, high-performing organizations and can be adapted to suit the circumstances of any enterprise involved in sales and sales management.

Sir Edmund Hillary once said: “You don’t have to be a fantastic hero to do certain things—to compete. You can be just an ordinary chap, sufficiently motivated to reach challenging goals.” That is what top salespeople and sales managers are: “ordinary people doing extraordinary things.” They constantly strive to overachieve and carry their work teams and organizations with them for profitable and competitive results. 🌀

*Richard Barton is the Managing Director of Business Improvement Advisory Services. Previously he was the Business Process and Quality Management Executive for IBM in Australia & New Zealand. Prior to that he was General Manager with the Australian Quality Council. He has had a long and close association with the APO since 1992. Mr. Barton writes this column regularly for the APO News.*



## p-TIPS

### Making your job search more productive (What to do [and not do] when e-mailing recruiters)

e-Mail can shorten the time spent looking for a job, but it has its own etiquette and offers plenty of opportunities for potentially expensive mistakes. Just as it’s generally advisable to dress professionally for a job interview, try to make your e-mail as businesslike as possible. “First impressions are made not with a handshake but with words on a computer screen,” says Jared Flesher on the Wall Street Journal’s Executive Career Site (<http://www.WSJ.com>). He offers tips on how your e-mailed cover letter is more likely to lead to an interview.

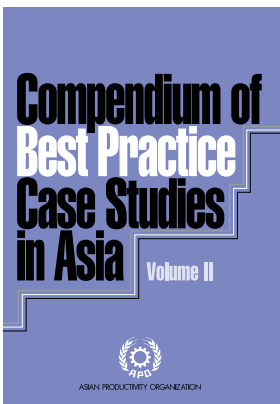
- 1) Forget what Instant Messenger has taught you. When instant messaging friends, abbreviations, all lowercase letters, and no punctuation may be the rule. In business, however, “stick to the rules your English teacher taught you.” Use spell check and grammar check functions, print out your cover letter and resume, proofread carefully, and ask someone else to proofread them too.
- 2) Don’t be cute. Use an undecorated white background with black Times New Roman or Arial 12-point font for both cover letter and resume. If your cell phone is your contact number, ensure that your voice mail is

appropriate. That means no music. You may need to change your e-mail address, too. Messages from “Slackerboy@” or “Domesticgoddess@” almost certainly won’t impress. Address the recipient as “Dear Ms. Chan” or “Dear Mr. Park.” Do not ever begin with “Hi” or “Hiya.”

- 3) Customize your cover letter to the job. Don’t just cut and paste the same letter to every enterprise with an opening. Show that you know something about the company and/or position you are applying for.
- 4) Don’t ramble. Remember, personnel officers have only seconds to read each message. They want to see the titles of the most recent couple of positions, names of enterprises worked for, and educational background. Two paragraphs should do it.
- 5) If attaching the cover letter, write a brief note in your e-mail. Write a short (four sentences maximum) message in the text box indicating why you’re interested in working for the company. Don’t be creative in the subject line. “Candidate seeking the position of [name of position]” is recommended.



## New APO publication



### COMPENDIUM OF BEST PRACTICE CASE STUDIES IN ASIA (Volume II)

APO 63 pp. February 2007  
ISBN: 92-833-2367-X (hard copy)  
ISBN: 92-833-7053-8 (e-edition)

The APO launched the APO Best Practice Network in 2001 to generate, share, and transfer knowledge on best practices that will help organizations in its member countries to improve their performance. In line with those objectives, the first compendium of 17 best practices in six countries in the areas of the balanced scorecard, frontline customer service, and people performance evaluation practices was published in 2004. The new second compendium revolves around three topics, an innovation culture, organizational excellence in SMEs, and how to carry out local benchmarking, and introduces 12 case studies from Singapore, Thailand, the Philippines, Japan, and the Republic of China.

The new volume follows the format of Volume I, and is the result of one year of benchmarking in each country overseen by participating NPOs. Each case study covers areas such as organizational profile, rationale and objectives, overall description, leading practices adopted, benefits gained, lessons learned, key performance indicators, recent improvements, and subsequent steps for continuous improvement. The organizations described in these case studies are identified by code to protect the confidentiality of the information supplied as well as to emphasize their leading practices, rather than the image of the organization. This masking of identity also allowed the participating enterprises to present their problems, benchmarking practices, and results or a lack thereof frankly.

One case study from the Philippines, on Benchmarking in the Healthcare Sector, is a good example of that frankness since it focused on preventing errors in the administration of medications. Another example from Singapore discussed new product specifications in some detail after the adoption of an innovation strategy by a medium-sized turnkey marine solutions provider. Cultural and other barriers to undertaking benchmarking are cited, along with possible ways to overcome them, to provide a necessary balance to the successful results reported by most participating enterprises.

The APO, which plans to strengthen its Best Practice Network, organized the seventh workshop of the Best Practice Network in Mongolia in September 2006, and the eighth workshop is planned for later in 2007. Both Volumes I and II of the *Compendium of Best Practice Case Studies in Asia* are available in print editions and on the APO Web site at [www.apo-toyo.org](http://www.apo-toyo.org). Their companion volume, the *Benchmarking Training Manual*, is also available in the two versions.

## COMMON SENSE TALK



“Knowledge management is not a tool to make money, but a way of life, because it shares individual visions, dreams, and what we believe for the future.”

*Ikujiro Nonaka*

“The man who does not read good books has no advantage over the man who cannot read them.”

*Mark Twain*

“Globalization can be made to work, and work in a way that the number of people in poverty is reduced. But it has not been working that way.”

*Joseph Stiglitz*

“Attempts to censor in public ways almost always raise awareness of an issue, and this provides a great conversational landscape.”

*Jeffrey Rutenbeck*

“The dinosaurs reigned for millions of years. We have only been here for fifty thousand. Pray for grace.”

*Ellen Gilchrist*

“Nature doesn’t work on a rushed schedule. To do good science, you need to do things slowly and rigidly.”

*Lu Ke*

“People don’t want to communicate with an organization or a computer. They want to talk to a real, live, responsive, responsible person who will listen and help them get satisfaction.”

*Theo Michelson*

“We don’t want to push our ideas onto customers. We simply want to make what they want.”

*Laura Ashley*

“By working faithfully eight hours a day, you may get to be a boss and work twelve hours a day.”

*Robert Frost*

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](mailto:apo@apo-tokyo.org)

# Effective control and prevention of bird flu

The Asian poultry industry, consisting largely of cottage enterprises and SMEs, has demonstrated rapid growth. It provides protein-rich food, household livelihoods, and employment to millions of families in rural areas in the region. The current challenges are low productivity and ensuring food safety, especially involving the incidence of transboundary animal diseases such as the highly pathogenic avian influenza (HPAI) (commonly known as avian or bird flu). Recent outbreaks of HPAI caused by viruses of the H5N1 subtype in Asia and elsewhere have had wide-ranging social and economic impacts such as high mortality rates in affected flocks, with additional losses due to culling, loss of income to poultry farmers and traders, and market shock due to consumer health concerns. However, it is human health, particularly the specter of an influenza pandemic, that has drawn world attention to bird flu. Experts emphasize that the most important element in addressing the threat of a human influenza pandemic is to control bird flu, especially HPAI in poultry, thus limiting human exposure to the virus.

The APO organized a study meeting to review recent developments in disease control and prevention in the poultry sector, discuss how to improve poultry disease control and prevention systems, and formulate plans for member countries to avoid mass poultry outbreaks. The meeting was held in Iran, 16–21 December 2006. The Ministry of Jihad-e-Agriculture and National Iranian Productivity Center implemented the program. Twenty participants from eight member countries and several observers from the host country attended.

Experts deliberated at length on the current poultry sector, and a site visit was

made to an automated poultry farm in Karaj, among other facilities. The experts noted that although HPAI outbreaks have been reported in many member countries, only a few have plans in place in the event of an avian influenza pandemic. In syndicate discussions, working groups identified salient issues in improving national disease control and prevention systems and proposed concrete actions, including:

1. Countries must have plans to deal with HPAI in the event of a pandemic.
2. Surveillance systems need to be developed and/or strengthened to detect HPAI outbreaks at source. Early recognition and reporting mechanisms should be established as soon as possible.
3. Common diagnostic standards for HPAI should be harmonized, national quarantine systems improved, and appropriate compensation and/or insurance for poultry producers developed.
4. Quality vaccines that meet the minimum international standards and strategic plans for vaccination of large flocks are needed.
5. Communicating reliable information in a timely fashion is needed to manage public anxiety over what some fear could become a pandemic if the virus mutates into a variant that could cause large-scale human deaths.
6. Increased cooperation among regional governments through networks for the surveillance, diagnosis, and monitoring of poultry disease in Asia is recommended.
7. Human and avian influenza diagnostic laboratories at the national and regional levels with close coordination among them is one method to make rapid test validation results available regionwide. 🌀

## Knowledge Management

(Continued from page 1)

sharing that creates value. She stressed that the focus must be on individuals because it is they who hoard knowledge or share it. She also emphasized that creating value ultimately means closing the gap between individuals within an organization and its customers. Head, RFID Solutions, and Principal Consultant T.S. Rangarajan, Tata Consultancy Services, India, highlighted connecting strategy and operations through KM in Tata Group companies. First initiated in 1999 in Tata Steel, KM has found strategic support in the groupwide Tata Business Excellence Model. He explained that KM had enabled business transformation within the group as it leveraged people, processes, and technology, thereby creating a fertile environment for innovation. IT tools provide the “muscle and vigor” to initiate and sustain Tata’s KM initiatives.

Managing Director Rory L. Chase of Teleos, which administers the MAKE award, reported how Asian corporations in India, Japan, and the Republic of Korea had caught up with European counterparts in the Global MAKE awards, especially in innovation. He pointed out that the average total return to stakeholders from 1995 to 2005 by Global MAKE-winning enterprises was more than double that of the median of all Fortune 500 companies. Senior Managing Director Atsushi Niimi, Toyota Motor Corporation, Japan, described the famed Toyota Production System, which is driven by kaizen, elimination of waste, and visualization of abnormalities. Globalization and rapid increases in the number of personnel in overseas plants led Toyota to innovate the system by reducing training time through standardization, visualization of the best methodology through manuals, and digitizing knowledge. Vice President Operations Dirk Ramhorst, Siemens IT Services and Solutions, Germany, explained how to elicit and reuse knowledge, make KM part of business strategy, and facilitate the sharing of knowledge throughout various internal communities of practice. Mr. Chaovalit Ekabut, President, Siam



Prof. emeritus Nonaka and SG Takenaka

Pulp & Paper Public Co. Ltd., Thailand, detailed the company’s journey in adopting KM. He said that the company had managed organizational culture to lead to innovation by organizing teams and awards for innovation, setting up an intellectual property management center, and encouraging managers and supervisors to broaden their horizons.

The IPC 2007 featured a knowledge-sharing session at the end of each day structured like an informal television talk show. With the guidance of skillful moderators, lively exchanges among the presenters and audience yielded insights into the tacit knowledge of speakers beyond their prepared presentations. The IPC 2007 thus represented another milestone in the APO’s journey to become an innovative learning organization representing Asia and the Pacific. 🌀

## OVOP: learning from Japan and Thailand

The workshop on Integrated Community Development for the Mekong Region: “One Village, One Product” Movement in CLMV Countries was conducted in Oita, Japan, and Bangkok, Thailand, 13–23 December 2006, with coordination by the Oita OVOP International Exchange Promotion Committee and Thailand Productivity Institute. Twenty-four participants from the four CLMV countries of Cambodia, Lao PDR, Myanmar, and Vietnam and four local and four APO Japanese resource persons attended.

The workshop was designed with a preparatory and a follow-up phase. In the preparatory phase, a distance-learning session in collaboration with the World Bank Global Development Learning Network with Dr. Morihiko Hiramatsu, an advocate of OVOP and former Governor of Oita prefecture, provided basic information on 25 October 2006. The workshop itself consisted of a study visit to Oita and the workshop in Bangkok. In the follow-up phase, the participants are expected to organize national seminars on OVOP, with APO support.

Oita prefecture is the origin of the OVOP movement and is recognized as one of the most successfully revitalized rural regions in Japan. After an overview by Senior Managing Director Tadashi Ando, Oita OVOP International Exchange Promotion Committee, workshop participants visited Tokiwa Industry (OVOP marketing), Oita Prefectural Bamboo Craft and Training Support Center (governmental support in capacity building), Matsumoto Community of Ajimu (participatory community development and agrotourism), Atelier Toki (sustainable use of local resources), Mushroom Center (linkage with production and tourism), and Milk Mura (creative agroprocessing). The three main principles of



Participants examining wooden kitchenware at Atelier Toki

the Oita movement are: 1) local yet global; 2) self-reliance and creativity; and 3) human resources development.

In Bangkok, where the movement is known as One Tambon, One Product (OTOP), resource speakers explained OTOP, including institutional requirements, role of various parties, and limitations to facilitate participants’ brainstorming sessions before formulating national action plans. A visit was made to the concurrent OTOP City event and to OTOP villages in Ayudhaya province for firsthand observation of the movement in action. Subsequently, one and one-half days were devoted to devising action plans for OVOP or similar rural industrialization efforts in CLMV countries. 🌀

## Zambian productivity mission to Japan and Malaysia

The Roundtable Conference for the Promotion of the Productivity Movement in Africa last August (see APO News Oct. 2006 issue) spawned a number of follow-up activities. For example, the APO sponsored the attendance of eight participants from four African countries in the Development of Productivity Specialists Program, the Philippines, 9–27 October 2006. On 30 October, the APO Secretariat received a 12-person top-level mission from Botswana, Kenya, Mauritius, and South Africa under the auspices of the Japan Productivity Center for Socio-Economic Development (JPC-SED), which hosted another multicountry African mission in January 2007. That nine-member mission visited the Secretariat on 15 January. The first individual-country mission was from Zambia to Tokyo and Kuala Lumpur on 18–19 and 21–22 December 2006, respectively, hosted by the APO and the Malaysian National Productivity Corporation (NPC).

The Zambian mission of five, led by Permanent Secretary of the Ministry of Labour and Social Security Ngosa Chisupa, sought insights on the role of an NPO in national development, contributions to socioeconomic transformation, and organizational structure, funding arrangements, and operations. Zambia plans to set up an autonomous NPO. In Tokyo, the Zambian mission visited the Secretariat where it spoke with Secretary-General Shigeo Takenaka and was briefed by Consultant Yoshikuni Ohnishi and Director for Information and Public Relations N.G. Kularatne. At the JPC-SED, it sought information on the work of the organization, including a visit to the International Productivity Center at Hayama. The mission also paid courtesy calls



Zambian mission members

on the Japanese Ministry of Economy, Trade and Industry and the Ministry of Foreign Affairs, and toured Nissan Motor’s Oppama Plant.

In Malaysia, the Zambian mission was received by NPC Deputy Director-General Goh Swee Seang and briefed extensively on the role and functions of the organization, productivity-linked wage systems, benchmarking and best practices, and the productivity and competitiveness performance of Malaysia. It also visited the Malaysian Administration and Modernization Unit of the Prime Minister’s Office for discussions.

In his letter of appreciation to the APO, Zambian NPO Head Choobe described the mission as very educational and as having opened a new chapter in Zambia’s productivity drive. 🌀



# p-Experts deputed by the APO

## CAMBODIA AND LAO PDR

**Mr. Soichiro Nagashima**, Management Consultant, Central Productivity Institute, Japan, was deputed as technical expert for the project on Product Planning and Developing Seminar, 11–12 (Cambodia) and 13–14 (Lao PDR) December 2006.

## INDIA

**Prof. Tan Wee-Liang**, Singapore Management University, **Dr. Arie Pier Nagel**, Visiting Professor, Faculty of Economics, University of Ljubljana, Slovenia, and **Prof. Ravinder Zutshi**, Faculty of Management, CW Post Cam-

## APO/NPO update

### New APO Alternate Director for Republic of China

**Dr. Tyzz-Jiun Duh**, Director-General, Department of Industrial Technology, Ministry of Economic Affairs, was appointed the new APO Alternate Director for Republic of China w.e.f. 19 October 2006.

### New APO Liaison Officer for India

**Shri Jagdish Kumar**, Group Head, National Productivity Council, was appointed the new APO Liaison Officer for India.

### New APO Alternate Director for Japan

**Mr. Hiroshi Fukada**, Deputy Director-General, Ministry of Foreign Affairs, was appointed the new APO Alternate Director for Japan w.e.f. November 2006.

### New e-mail address for APO Liaison Officer for Lao PDR

The e-mail address for **Mr. Sayasith Khamphasith**, APO Liaison Officer for Lao PDR, was changed to: [productivity@smepdo.org](mailto:productivity@smepdo.org).

### New APO Director for Pakistan

**Mr. Shahab A. Khawaja**, Secretary, Ministry of Industries, Production & Special Initiatives, was appointed the new APO Director for Pakistan.

### New APO Alternate Director for Vietnam

**Mr. Nguyen Anh Tuan**, Managing Director, Vietnam Productivity Centre, and APO Liaison Officer for Vietnam, was appointed the new APO Alternate Director for Vietnam w.e.f. 2 January 2007.

### New phone/fax numbers and e-mail addresses for NPO Vietnam

The phone/fax numbers and e-mail address for the Directorate for Standards and Quality were changed to:

Phone: 84-4-7561501, Fax: 84-4-7561502

e-Mail: [vpc@vpc.org.vn](mailto:vpc@vpc.org.vn) or [vpc@fpt.vn](mailto:vpc@fpt.vn)

pus, Long Island University, USA, were deputed as technical experts for the International Conference on Knowledge Management for Productivity and Competitiveness, 11–12 January 2007.

## ISLAMIC REPUBLIC OF IRAN

**Dr. Young Soo Lyoo**, Associate Professor, College of Veterinary Medicine, Konkuk University, Republic of Korea, and **Dr. Jarunee Satra**, Director, Veterinary Biologics Assay Division, Bureau of Quality Control of Livestock Products, Department of Livestock Development, Thailand, were deputed as resource persons for the study meeting on Effective Disease Control and Prevention in the Poultry Sector with Emphasis on Bird Flu, 16–21 December 2006.

## JAPAN

**Mr. Tay Kheng Soon**, Principal Partner, Akitek Tenggara, Singapore, was deputed as resource person for the International Conference on 3R Initiatives, 14–16 December 2006.

## JAPAN AND THAILAND

**Ms. Yoshiko Ogawa**, Project Officer, National Programme for Food Security and Poverty Reduction, Ministry of Agriculture, Forestry and Fisheries, Royal Government of Cambodia, **Mr. Takuji Sakai**, Director, Asian Cooperation Division, Trade and Economic Cooperation Department, Japan External Trade Organization, and **Ms. Rika Fujioka**, Researcher, University of London, Thailand, were deputed as resource persons for the workshop on Integrated Community Development for the Mekong Region: “One Village, One Product” Movement in CLMV Countries, 13–23 December 2006.

## REPUBLIC OF KOREA

**Dr. Sung Hyun Park**, Professor, Department of Statistics, College of Natural Sciences, Seoul National University, was deputed as chief expert-cum-national expert, and **Mr. Masahiko Honma**, Counselor, Central Planning Department, Japan Productivity Center for Socio-Economic Development, **Dr. Mohd. Isa Roslina**, Manager, National Productivity Corporation, Malaysia, **Mr. Raymundo J. Talento**, Director, Economic Statistics Office, National Statistical Coordination Board, Philippines, **Mr. Dissanayake M.A. Kulasooriya**, Director, Productivity Facilitation Division, National Institute of Business Management, Sri Lanka, **Ms. Nuntaporn Aungatichart**, Manager, Research and Development Division, Thailand Productivity Institute, and **Ms. Thi Le Hoa Nguyen**, Consultant on Quality Management System, Productivity Research Division, Vietnam Productivity Centre, were deputed as national experts for the expert group meeting on Productivity Measurement, 12–13 December 2006.

## LAO PDR

**Mr. Yasuhiko Inoue**, Director, International Department, Japan Productivity Center for Socio-Economic Development, and **Dr. Manuel S.J. de Leon**, Philippines, were deputed as resource persons for the national seminar on Agro-Industry Productivity Enhancement under the APE-LDC Special Program, 6–8 December 2006.

## Program calendar

### April

#### Indonesia

Training Course on Occupational Health and Safety Management Systems (OHSAS 18001), 23–27 April 2007.

#### Nepal

Workshop on Enhancing NPOs' Core Competence: Designing Competence-based Training Programs, 3–6 April 2007.

### May

#### Thailand

Training Course on Improving Managerial Efficiency of Small and Medium Agroenterprises, 8–17 May 2007.

### June

#### Japan

Research on Supply Chains in Agribusiness; Phase I: Working Party Meeting of Experts, 5–7 June 2007; and Phase II: Research (Survey) in Member Countries, about 10 months starting after implementation of phase I, participating member countries: Bangladesh, India, Indonesia, Islamic Republic of Iran, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam.

### July

#### Republic of Korea

Training Course on ISO22000: Food Safety Management and Hazard Analysis and Critical Control Point (HACCP), 9–13 July 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](http://www.apo-tokyo.org).*

## NEPAL

**Mr. B. Bhatt**, Chief Executive Officer, Bisman Fintech Pvt. Ltd. India, **Mr. S.B. Sadananda**, Director, National Productivity Council, India, **Mr. Yoshio Hirayama**, Director, TechnoSoft Co., Ltd., Japan, and **Dr. Why-Kong Hoi**, Senior Director, Products Development, Forest Research Institute Malaysia, were deputed as resource persons for the workshop on Utilization of Biomass for Renewable Energy, 11–15 December 2006.

## WEB BASED

**Dr. A.K. Saxena**, Vice President, Ramky Enviro Engineers Ltd., India, was deputed as resource person for the Web-based workshop on Green Productivity and Medical Waste Management, 1–10 December 2006.

# KM: productivity and competitiveness perspective

January was knowledge management (KM) month for APO member countries as it featured two international meetings on KM in the APO region. The first was in New Delhi, India, where the National Productivity Council (NPC) of India hosted the International Conference on Knowledge Management for Productivity and Competitiveness, 11–12 January. The second was the APO-Thailand Productivity Institute (FTPI) International Productivity Conference on Knowledge Management—From Brain to Business, Bangkok, Thailand, 18–19 January (front page). In both events, the APO sponsored delegates from member countries to attend as well as deputed resource persons to make presentations and lead discussions. Both conferences had the common, underlying objective of preparing APO member countries to cope with and be competitive in the knowledge economy, characterized by knowledge-led development for wealth creation and distribution.

**T**he KM conference in India was prompted by a national project of the Indian government to develop a framework for collaborative linkages among stakeholders to meet the challenges of enhancing its national competitiveness in the emerging Indian knowledge economy. The international conference was one of two planned to facilitate the exchange of information on various facets of the project. The second is slated for early 2008 as part of the NPC's Golden Jubilee commemorative events. The objectives of this year's conference were to review KM initiatives in India; identify themes and subjects relevant to KM for further in-depth study and development; and prepare guidelines for concrete actions in the areas identified by stakeholders.

The conference had 150 delegates representing different sectors: industry, academia, research bodies, governmental institutions, and NGOs. In addition, there were 60 international delegates from Asia and the Pacific, Europe, and the USA sponsored by the APO and the International Society for Promotion of Innovation Management. The APO deputed three experts to speak at the conference: Prof. Tan Wee-Liang, Singapore Management University; Prof. Ravinder K. Zutshi, Long Island University, USA; and Dr. Arie Pier Nagel, University of Ljubljana, Slovenia.


Dr. Ajay Dua, Secretary, Department of Industrial Policy and Promotion, Government of India, and Chairman of the Governing Bodies of the NPC and APO, inaugurated the meeting. In his address, he highlighted some major issues that need to be addressed as India makes the transition to a knowledge economy, including the sluggish and below-par growth of the agriculture sector, where more than half of the population is employed, and the less than satisfactory improvement in the employment level in the service sector, despite its higher rate of growth. He underlined the need to utilize existing and evolving tools of KM in these areas of concern.

The conference featured presentations by about 35 eminent national and international experts on various aspects of KM. They covered the entire spectrum of global, national, sectoral, and enterprise perspectives. The first day's deliberations were devoted to fundamental issues relating to the knowledge economy and knowledge society, change management, and knowledge networks and knowledge institutions. The concurrent sessions on the second day focused on applications of KM in different fields and functions, for example, human resources management, innovation, SMEs, e-governance, intellectual property rights, infrastructure, and rural development. On the evening of the first day, delegates enjoyed a cultural presentation of Indian classical music and dance as a prelude to the official dinner reception.



Dr. Dua delivering the inaugural address

Among the specific issues identified for further study during the deliberations were: the need for a coherent theory to integrate the philosophical, economic, and technological perspectives; developing innovative organizations; the human factor in KM; converting tacit knowledge to explicit knowledge; establishing university-industry-government alliances to develop national innovation systems; enabling rural people to use the rural knowledge centers established for their skill building and information empowerment; deploying GIS-based data collection for rural policy planning; incorporating KM in governmental processes and in project-based organizations; harnessing knowledge for innovation; establishing an Internet portal on KM; publishing a KM journal; training knowledge officers; creating enabling ambiances for knowledge generation and protection; and intellectual property rights protection.

The conference concluded with a panel discussion and an address by Member-Secretary R.R. Shah, Planning Commission of India. He outlined the strategic options being considered by the government in its long-term planning for economic growth. Shah indicated that high-speed connectivity was being planned to give people in local communities affordable access to knowledge-based services. He also spoke on technologies of the future, like nanotechnology and bioinformatics. 

#### Erratum

In the photo caption on page 1, December 2006 issue, Png Cheong Boon was wrongly identified as SPRING CE. Png is the Deputy CE of SPRING.