



APO NEWS

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p. 6, Special lecture, Japan



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Safeguarding food quality and safety in the Asia-Pacific region

"Productivity without safety is meaningless in today's world, and in increasing productivity we must protect our workers and consumers," APO Secretary-General Shigeo Takenaka declared in his statement at the annual Workshop Meeting of Heads of NPOs held in Cambodia in October 2008. The APO attaches great importance to the linkage between safety and productivity and devotes substantial resources to promoting the safety of workers and products, particularly food products, in the Asia-Pacific region. Food quality and safety are a major focus of the APO's Agriculture Program.

"Food safety has received greater attention from the APO as consumers have become increasingly concerned about food safety," explained Agriculture Department Director Song Hyun Choi. "Both developed and developing countries share concern over food safety as international food trade and cross-border movements of people and live animals increase." The global, multidimensional nature of this issue is clear from a series of recent incidents including outbreaks



Simulated food audit, training course, Malaysia, 2009

of avian influenza and bovine spongiform encephalitis (BSE or mad cow disease) and tainted milk from PR China. The socioeconomic benefits of food safety measures include prevention of food-borne illnesses, savings in disease prevention and mitigation expenditures, and increased worker productivity.

The APO's food safety focus now includes food safety management systems, food standards and certification systems, good agricultural practices, packaging and labeling, traceability systems, value addition, food chain management, and foods for which health claims are made. Training courses are designed and implemented to supplement the efforts of governments, public and private organizations, and food companies in member countries. They facilitate preventive, proactive methods with the ultimate goal of increased productivity through food safety.

A popular food safety training course deals with ISO22000:2005. This internationally harmonized food safety standard was developed by International Organization for Standardization (ISO) for global food supply chains from farmers to caterers. The standard is certifiable and auditable. "The training courses on ISO22000:2005 enable participants to understand the standard, its requirements and applications, and easy ways of implementation," said Agriculture Department Program Officer Dr. Muhammad Saeed. Dr. Saeed conducts projects on food safety, including the e-learning course on ISO22000:2005 initiated in 2007. The e-learning course attracted 258 participants in 2007 and 278 in 2008.

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Productivity: getting the context right

With rising unemployment and the country in recession, productivity figures will not be a cause for celebration in the foreseeable future. Productivity growth will reflect increased demands on a dwindling number of employees, rather than a more efficient use of capital and human resources. The global economic crisis will put survival before productivity concerns. One key to emerging from the economic recession successfully, however, will be how well management can create a context for energizing labor behind a productivity agenda that prioritizes general welfare, a viable healthcare system, and transparent decision-making processes. Productivity campaigns lacking these goals will fail to rally a skeptical workforce. Business and labor initiatives that fail to include the broader social context of productivity will likely fall short of expectations.

“The auto companies were stuck in a time warp where productivity in itself was the only measurement of success.”

The US automobile industry provides an excellent example of improved productivity that in the end failed both the companies and the employees because productivity improvements operated in a social void. The CEOs of the big three US automakers flew to Washington, DC, in their private jets to plead for a taxpayer bailout of their industry. This display of conspicuous consumption in a recessionary economy undercut their pleas for help. The CEOs’ behavior smacked of executive hubris and violated an emerging set of populist values which has found a voice in the recent election of former Senator Barack Obama to the US presidency.

When the CEO of Ford Motor Co. was asked by the congressional committee considering the bailout of the auto industry whether he considered his compensation of more than US\$21 million excessive and if he might voluntarily reduce it under



the bailout plan, he replied, “No, I think I’m OK where I am.” (Banks receiving bailout funds paid their nearly 600 executives approximately US\$1.6 billion in compensation.) Under the circumstances, that certainly was the wrong answer. The private jet episode and this insensitivity toward executive compensation created a wave of popular and congressional protest. A change of heart was evident when the congressional hearings reconvened a week later. The CEOs drove themselves from Detroit to Washington, DC, in fuel-efficient vehicles and upon receiving bailout monies agreed to salaries of US\$1 per year: message received.

The CEOs seemingly held a trump card in those hearings. That trump card was the claim that the US auto industry had attained a productivity level equal to Japanese automakers and this would result in the future profitability of their companies. The belief that the US auto industry had only to be as productive as its foreign competitors to prosper and regain a dominant share of the market was widespread. The CEOs were taken aback when this achievement was brushed aside as almost inconsequential. What turned out to be more important was the automakers’ disregard for developing cars with low emissions (environmentally friendly) and greater fuel efficiency (contributing to US energy independence). The auto companies were stuck in a time warp where productivity in itself was the only measurement of success. A broader agenda, encompassing more than productivity levels, is now becoming the yardstick for success.

Perhaps the biggest hurdle to profitability and increased worker productivity lies in the inadequacies of the US healthcare system. Over 40 million

Americans lack health insurance coverage. Many of those who have health insurance find the costs exorbitant and voluntarily opt out of their medical plans. Catastrophic illness in a family is often at the root of personal bankruptcies and home foreclosures. Worries over long-term illness and inadequate healthcare services cut deeply into time and energy that could otherwise be directed to more productive days in the office or on the factory floor. The cost of employee healthcare has proved debilitating to the auto manufacturers and may still bankrupt the industry (General Motors carries a US\$47 billion healthcare obligation), not to mention the tremendous burden placed on small and medium-sized companies. Healthcare costs have eroded the competitive edge of US companies over the past decade. The economic vibrancy of the country cannot be restored, nor can improved productivity rates have the desired beneficial effects, if the healthcare crisis is not addressed aggressively.

“The current recession provides an opportunity for businesses to readjust to the new realities.”

Many attribute the current national financial calamity to a failure of government regulatory agencies to enforce rules of transparency among financial and banking institutions. The use of arcane financial instruments in the hands of unscrupulous financial managers has destroyed the dreams of millions of Americans. Workers’ pensions and savings have plummeted in value. The regulatory system failed, and it will take years to unravel the mess while the country and the world contend with economic recession. Global cooperation to prevent further collapse may turn out to be the silver lining of this near-catastrophic event. The turbulence has temporarily driven the importance of productivity into the background. At the same time, it provides the productivity movement with a hiatus to realign its message and methods with broader social and economic goals that in the long run will strengthen and further legitimize national productivity efforts.

The public is demanding greater transparency in decisions that affect the quality of their lives. More specifically, firms must embrace the concept that more public scrutiny and transparency are good for business. The willingness to participate in a public dialogue will keep firms from embarking on misguided initiatives that harm the public good and thereby threaten a company's profitability and longevity.

Opportunities to participate in the public dialogue are fast increasing for businesses. Personalizing the message in both directions, from customers to company and company to customers, through YouTube, Facebook, Google searches, and blogs will keep companies focused on their market, not as CEOs perceive the market, but as the market really exists. The process will also serve to align business strategies and goals with the broader public interest. This harmonization of private-sector and public interest will carry with it the promise of higher productivity as business success and profits accrue to all strata of society. Companies that fail to encourage transparency, refuse to participate in a

public dialogue over priorities, and ignore or support unethical practices invite further government regulation that will stifle innovation and productivity.

The current recession provides an opportunity for businesses to readjust to the new realities. This opportunity, sometimes referred to by economists as "creative destruction," will shape a national and global economy significantly different from the one that existed at the start of the new century. How might this new reality impact the USA? We may find the USA launching a new national elixir labeled "socialism lite." ☺

Michael Manson had a long and close association with the APO when he was the Assistant Director of the East-West Center's Institute of Economic Development and Politics in Honolulu. He helped to initiate a number of collaboration programs between the APO and the East-West Center. Manson also served in the Asian Development Bank and was Director of Communications with the State of Hawaii's Department of Business, Economic Development and Tourism. He is presently an educator.



Comment board



*Operation & Maintenance Manager **Lim Aun Siong**, Genting Sanyen Power Sdn. Bhd., Malaysia.* Participant, training of trainers in Green Productivity and Energy Efficiency, Kish Island, IR Iran, 15–19 November 2008.

"My initial aim in attending this project was to acquire training from the resource speakers in identifying and implementing energy efficiency projects. On Kish Island, not only were these objectives fulfilled, but also all participants benefited from various

other perspectives. The site visit to Kish Water and Power Company heightened our ability to spot energy-saving opportunities. The strong bonds developed among participants, all of whom were from different professions, organizations, and countries, also created a sturdy network of energy conservation-conscious individuals. We will communicate and share Green Productivity information and practices within this circle, together with the APO. On the last day of this short program, an examination recapitulated and reiterated the fundamentals of the training course topics. It was one of the major focal points that kept us enthused and stimulated throughout the five-day course."

*Chief of the Fishery Industry Development Support Division **Dr. Pilar F. Fontelar**, Department of Agriculture, Philippines.*

Participant, training course on Food Safety Management for Seafood Processing and Marketing, Republic of China, 17–22 November 2008.

"I found the program very informative and helpful since it gave me a clear panoramic view of globalization, especially what it requires from fishery-based micro, small, and medium entrepreneurs when adopting new concepts of food safety management for seafood processing and marketing. The lack of knowledge and understanding of this subject has become the main constraint in

making those SMEs competitive and getting Philippine fish and fishery products to the global market. All the information and knowledge from the course, therefore, will be a great resource for my further research and policy proposals. In 2001, I took part in the APO multicountry study mission on Marine Product Marketing held in Japan. Based on what I learned then, I conducted action research that has blossomed into the Pinoy Fishmart Multi-Purpose Cooperative (PFMPC) which networks local fishing communities for collective marketing of their fish and fishery products. To date, the PFMPC has approximately 400 member communities nationwide."

*Director **Dr. Insook Jeong**, Employment Statistics Division, Korea National Statistical Office.*

National Expert, Coordination Meeting on Research on Productivity Improvement in the Informal Sector, Colombo, Sri Lanka, 1–3 December 2008.

"I feel that the sheer size of the informal employment sector and its contribution to the national economy make it worth attempting to measure statistically in Korea. This research is timely since the issue of informal employment, which is often characterized as having low wages, low skills, and weak job security, is very important, especially in the current socioeconomic context of Korea. This is because the recent global economic recession drives employees from formal-sector jobs on the verge of shrinkage and worsens occupational polarization in that limited options are available to people disadvantaged in the labor market such as women, youths, and the elderly. During the coordination meeting, experts were able to give due attention to the statistical measurement issues in the informal sector and identify common ground for international comparisons in the Asian region. It helped me greatly in laying out the statistical work that needs to be done for a clear understanding of this indispensable sector in Korea."



Productivity methodologies, tools, and techniques

The APO News has started this new series of short columns to introduce the major productivity methodologies, tools, and techniques taught in the APO Development of Productivity Practitioners: Basic Program, and Advanced Program. These articles will be contributed by the course trainers to help readers understand the basic concepts and selected topics from the course curricula.

Employee involvement through quality circles—Kelvin Chan

Quality circles (QCs) have been a popular employee involvement technique among organizations pursuing excellence since the first was formed in Japan in 1962. The philosophy behind them was based on the belief of quality guru Armand V. Feigenbaum that quality control planning could only succeed with “quality-mindedness” from top management down to workers. Since 1951, QCs have evolved into a structured system to harness the collective wisdom of everyone in an organization.

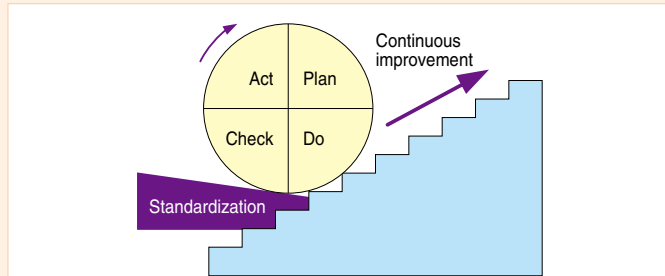


Figure 1. QC activities for continuous improvement.
Source: Teian Consulting International, Singapore.

Organizations need to have a well-defined system to promote self-managed teams to tackle problem after problem to achieve continuous improvement at the workplace (Figure 1). The problem-solving approach used is sometimes called the QC story and is based on the plan-do-check-act (PDCA) or Deming cycle (Figure 2). This approach does not require QC members to have in-depth technical knowledge to solve problems. The requirement is simply ideas for improvement and the will to try them. If proposed solutions do not work, the QC can redesign them and try again. As long as the leader is trained in the appropriate techniques, the QC is able to function.

The seven QC tools used are simple and easily understandable so that workers can readily participate after some training. The statistical tools used include checksheets, graphs, control charts, Pareto diagrams, cause-and-effect diagrams, histograms, and stratification-and-scatter diagrams. In some instances, I have had difficulty convincing higher-echelon executives and engineers that such tools are effective. Some of them believed that these tools were too simple and that more sophisticated ones were needed. However, these tools were derived from statistical quality control methods and carefully compiled by a group of Japanese scientists including Dr. Kaoru Ishikawa, credited with inventing the cause-and-effect diagram. According to leading QC Management Consultant Toyoki Ikeda, the tools can deal with 99% of problems at the workplace. In addition, it could be difficult to communicate how to use sophisticated tools to workers.

According to quality guru Philip Crosby, initial quality awareness can yield about 15% improvement. This means that any additional improvement would need more hard work. QCs can fill this gap and help organizations tackle problems that require analysis at the workplace. QC activities make use of creative minds and enable self-fulfillment of workers as they are able to make decisions. The activities benefit the organization through ef-

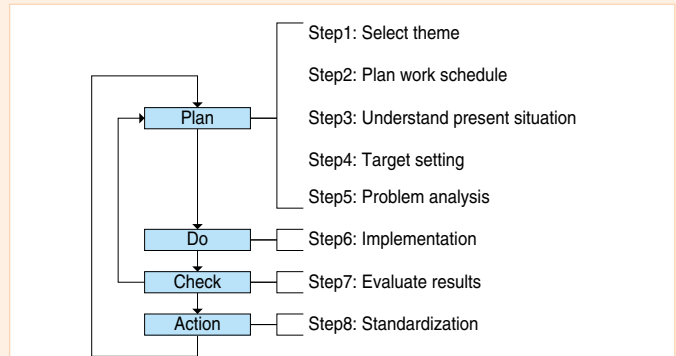



Figure 2. The QC story based on the PDCA cycle.
Source: Teian Consulting International, Singapore.

orts to reduce operational costs. For example, in an oil and gas exploration company, brainstorming on problems led to the identification of a huge amount of waste in the fixed scheduling of helicopter flights to oil rigs, as members pointed out that they had seen helicopters in the air with no passengers many times. The rescheduling of work and flights alone helped the company to save millions of dollars per year. The skills, communication, interpersonal relationships, and morale of workers also improved, resulting in a more committed workforce. 



Contributed by Director and Principal Consultant Kelvin Chan, Teian Consulting International Pte Ltd, Singapore, resource speaker of the APO training course on Development of Productivity Practitioners: Basic Program.

p-Glossary on the APO Web site



Productivity concepts, tools, techniques, and practices are referred to using a variety of terms, abbreviations, and acronyms. The

APO p-Glossary, available on our Web site (www.apo-tokyo.org), is an ongoing attempt to ensure a general consensus on the meaning of commonly used productivity-related vocabulary among practitioners in member countries. Since the scope of productivity is constantly expanding with changes in technology and socioeconomic circumstances, the p-Glossary is frequently updated. Recently, 19 entries have been added, many prompted by the current turmoil in global financial markets, such as “recession” and “depression” (and the difference between them), and others prompted by changes in how businesses and financial institutions view environmental and community stewardship, such as “eco-financing” and the “Social Accountability (SA) 8000” system. It is hoped that the continuous addition of new p-Glossary entries is useful to the productivity-minded in APO member countries and beyond.

Localizing the Toyota Production System: Training of trainers

Production systems are changing to meet more stringent consumer demand. This forces firms to accelerate the introduction of novel products. The Toyota Production System (TPS) or lean production system is based on the “pull” production approach, an emerging production philosophy designed to meet customers’ changing needs.

Given the significant role of the TPS in advanced production management, the APO launched an e-learning course on the topic in 2006. That course generated enormous interest in member countries and was repeated in 2007 and 2008. More than 800 have taken the e-learning course. The APO also organized a follow-up project to create the first pool of TPS trainers hand-picked from among outstanding participants in the e-learning courses. The training course on Production Innovation, 1–12 December 2008, in Japan was for 15 from eight member countries who had attended the TPS e-learning courses offered in 2008. It combined a rigorous 10 days of hands-on training and workshop exercises with site visits to some of Toyota’s first-tier suppliers within its manufacturing cluster.

The course kicked off in Tokyo with a refresher module from the e-learning experts followed by three site visits to observe a one-piece flow production line and the just-in-time (JIT) concept in practice. Daikin Industries Ltd.’s Shiga Plant showcased best practices in high-cycle production of air-conditioner compressor units. Contec EMS Co., Ltd., an automobile central processing unit maker, demonstrated human resources strategies and JIT with on-the-job training. At Toyota Motor Corporation’s Tsutsumi Plant near Nagoya, participants learned about the TPS *kanban* (inventory control system) and *jidoka* (automation with a human touch) in the welding process.

Participants then traveled to Nagoya, Japan’s automotive hub, to visit Toyota’s simulation model plant where live production line exercises were conducted and participants experienced the Toyota apprenticeship-style learning by doing with

spot coaching. This was followed by a two-day intensive teardown workshop using the value engineering approach common among Japanese autotmakers for product development at the International Productivity Center, the training center of the Japan Productivity Center for Socio-Economic Development located in Hayama.

Participants found that the program’s methodology and content enabled them to practice the TPS meaningfully at the simulation plant. As noted by a 42-year TPS veteran and now retired Toyota production manager, the methodology used in the simulation exercise reflects the Toyota *jidoka* spirit, under which new employees are observed from a distance by their supervisor, allowed to fail, and encouraged to undertake the necessary *kaizen* or *poka-yoke* (error-proofing) by themselves.



Participants at Toyota’s simulation model plant

On the ninth day of the course, an examination was conducted covering the TPS concept, practical aspects, and ability to solve problems in operating a TPS line. The exam results included a written report card with detailed feedback to guide participants in further understanding of the TPS. The first pool of trained participants from this project will act as TPS catalysts in their countries and localize the concepts and practices within the context of their industry, work culture, and markets. ⚙️

Safeguarding food quality and safety in the Asia-Pacific region (Continued from page 1)

“ISO 22000:2005 is applicable to all organizations, regardless of size, which are involved in any aspect of the food chain,” explained Managing Director Yong Kok Seong, QMC Resource Center, Penang, Malaysia, who was the chief resource speaker for the ISO e-learning programs in both years. “The APO’s food safety projects have contributed to the increase in the number of ISO22000-certified organizations in the region from 100 to 500.” Many NPOs have organized follow-up projects. In 2007, the Thailand Productivity Institute and Vietnam Productivity Centre each held a national seminar-cum-workshop to share the outcome of an APO food safety seminar held in Japan in early January that year. The workshops discussed how to promote and conduct food safety management systems in local enterprises, including SMEs. The Japan Association for International Collaboration of Agriculture and Forestry (JAICAF), the host organization of the APO seminar, supported those activities by dispatching two Japanese food company managers responsible for food quality and safety control accompanied by a JAICAF staff member. In 2008, the APO deputed an expert to the follow-up national training course conducted by the Training and Productivity Authority of Fiji under the auspices of the APO’s Technical Expert Services. In addition, a group of delegates from Singapore visited Japan to examine Japanese food safety mechanisms and systems under the Bilateral Cooperation Between NPOs Program in June 2008.

The APO’s efforts to assist member countries in food safety will continue. The first project in 2009 was held in Malaysia, 14–20 January. This training course on the Food Safety Management System for Auditors/Lead Auditors was a face-to-face follow-up to the e-learning course in 2008. “It was an intensive course that met the requirements of the International Register of Certificated Auditors (IRCA) of the UK,” said Dr. Saeed. “Participants acquired the knowledge and skills to interpret and audit according to the ISO22000:2005 guidelines and satisfy the requirements for registration as a food safety management auditor. The course is expected to add 20 auditors of food safety management systems to the 19 IRCA-certified ISO22000:2005 auditors trained by the APO in 2007.”

Due to the need for additional references on this topic, The APO has begun preparing the *Food Safety Training Manual*, which will be published during the first half of this year. The manual will provide a background on food safety management as well as comprehensive coverage of the important concepts, practices, and techniques involved. “Concern over food safety in the Asia-Pacific is obviously significant due to its huge population and rate of consumption,” said APO Resource Speaker Yong. The APO is aware of this and will continue its efforts to safeguard food safety within its member countries and beyond. ⚙️

Harvard professor speaks on productivity measurement and national accounts



Prof. Jorgenson delivering his lecture

The APO, in partnership with Keio Economic Observatory (KEO) of Keio University, organized a Productivity Special Lecture by Professor Dale W. Jorgenson at Keio University, Tokyo, on 15 January 2009. Professor Jorgenson is the Samuel W. Morris University Professor, Department of Economics, Harvard University, and is a world-renowned specialist in economic

theory and productivity measurement. This special lecture, the second in the APO-KEO Productivity Special Lecture series, was one element of the APO Productivity Database project (PDB). The project is a major APO research effort to construct a harmonized productivity database. The lecture attracted an audience of 60, comprising prominent government officials and economists, professors, researchers, and students as well as APO Secretariat and Japan Productivity Center for Socio-Economic Development staff.

APO Secretary-General Shigeo Takenaka gave opening remarks at the event, which highlighted APO research endeavors including the PDB project in collaboration with KEO. The remarks were followed by a presentation by Professor Koji Nomura, PDB project manager and chief author of the *APO*

Productivity Databook series. His presentation entitled A Survey of National Accounts in Asia for Cross-country Productivity Comparison explained how the PDB research was progressing and reasons for difficulties in conducting cross-national productivity comparisons.

Professor Jorgenson spoke on Productivity Measurement within a New Architecture for the US National Accounts: Lessons for Asia. Because the system of national accounts is a crucial vehicle for productivity analysis, and national accounts are part of the fundamental economic infrastructure, it serves as an ongoing report on the state of an economy. He outlined the background to the need for a new architecture for the decentralized statistical system in the USA. The original system of the US national accounts focused only on the current state of the economy and was not intended to analyze how to enhance economic growth. The new architecture is a result of concerted efforts to improve the consistency of National Income and Product Accounts. APO member countries can learn from the USA to enhance the quality of national accounts as basic economic infrastructure. More accurate productivity measurement and analysis based on consistent national accounts will enable the development of more effective economic policies.

Professor Jorgenson's lecture contained numerous insights that can be utilized by the APO in its think tank and regional advisory roles and in the field of productivity data measurement and analysis. APO research activities are meant to encourage widespread debate on how productivity contributes to economic growth, and the APO is envisioning more discussion fora in the future. 🌀

Cultivating productivity practitioners in Africa

With interest in productivity surging globally, the APO has expanded its efforts to reach the world. For example, the African Program launched in 2006 has successfully transferred expertise in productivity promotion, improvement, and measurement to the six countries of the Pan African Productivity Association (PAPA) with special funding from the Government of Japan. Recognizing the APO's success in this area, outcome documents from the Fourth Tokyo International Conference on African Development (TICAD), which was held in Yokohama in 2008, designated the APO as the implementing organization responsible for promoting productivity in Africa. TICAD was launched by Japan in 1993 to promote high-level policy dialogue between African leaders and development partners.

As a continuation of such efforts, the second Basic Training Course for Productivity Practitioners (BCPP) was held in South Africa, 10 November–5 December 2008, in collaboration with Productivity SA and the PAPA Secretariat. The first BCPP was held in July 2007, and PAPA requested another. The course strengthens the institutional capacity of PAPA members by developing participant competency in promoting and applying basic productivity and quality (P&Q) techniques in organizations and industries. Twenty-five participants from five PAPA nations attended the four-week course. "I never imagined the course could be so rich in content, intensive in its course work, and challenging for management consultancy at the enterprise level," said Vijayelaxmee Goorah of the NPCC, Mauritius. At the end of the course, she had the "confidence to advocate

for productivity enthusiastically." The course utilized a learning-by-doing approach. Four APO-deputed experts ensured the translation of key concepts into practical skills.



Participant's self-interview during the icebreaking session

The highlight of the program was a two-day in-plant diagnosis exercise. Participants produced a business analysis report on the assigned company with recommendations based on their newly acquired P&Q expertise. PAPA board members and CEO and executive managers of the model companies were impressed by the technical proficiency of the participants' presentations. "It is not only the knowledge gained but also the personal growth and development achieved in the course of spending four weeks of intensive training," commented Siphon Praise-God Nkosi of Productivity SA. Dr. Nasir Olaitan Raji-Mustapha of the NPC Nigeria praised the course as the best productivity training experienced in his 14 years in productivity circles. He said that the course had increased the number of productivity practitioners in Nigeria and would lead to further increases as BCPP trainees carried out training in turn. 🌀

Program calendar

April

Malaysia

Training of Trainers in Green Productivity, 30 March–24 April.

- ▶ Objective: To develop trainers and practitioners in Green Productivity (GP).
- ▶ Participants: Productivity practitioners from NPOs, consultant teams, and trainers/consultants of SMEs who wish to acquire a working knowledge of the GP concept and practices.

Germany

Study Mission to a Nonmember Country on Knowledge-creating Enterprises, 27 April–1 May.

- ▶ Objective: To observe excellent European knowledge management (KM) practices and their application in the German economy, especially in SMEs and large world-class enterprises (KM award winners).
- ▶ Participants: Professionals involved in the KM arena including trainers and consultants from the private sector and NPOs.

e-Learning Course

Six Sigma Green Belt (based on the Global Development Learning Network of the World Bank platform).

Phase 1: 9–11 March for Cambodia, Fiji, Lao PDR, Mongolia, and Vietnam;
Phase 2: 23–25 March for Indonesia, Malaysia, Republic of Korea, Philippines, and Thailand; and

Phase 3: 6–8 April for India, IR Iran, Nepal, Pakistan, and Sri Lanka.

- ▶ Objective: To provide a basic introduction to the core concepts and key methodology of Six Sigma and selected lean applications for Six Sigma beginners.
- ▶ Participants: Quality personnel, trainers/consultants, and senior/mid-level managerial and technical personnel from industry.

Kindly contact your NPO for details of future activities, including eligibility for participation. The project details along with the address of your NPO are available from the APO Web site at www.apo-tokyo.org.



FTPI Executive Director Dr. Phanit Laosirirat (center) with APO Photo contest 2008 Gold Prizewinner Subin Pumsom (R) and Bronze Prizewinner Preecha Charoenyossa (L).

Promoting Green Productivity and energy efficiency

Based on the need for much broader applications of Green Productivity (GP) and energy efficiency (EE) in member countries, the APO initiated a series of projects to build capacity in this area. In 2007, an e-learning course followed by a face-to-face advanced training course was organized. As an offshoot, a manual titled *Working Manual on Energy Auditing in Industries* was printed and widely distributed. In 2008, a three-phase e-learning course delivered basic training on EE to 331 participants from 15 member countries. The outstanding participants in that e-learning course were selected for the advanced training course on Training of Trainers in GP and EE held in association with the National Iranian Productivity Center and Iranian Mines and Mining Development and Renovation on Kish Island, IR Iran, 15–19 November last year. They comprised 28 individuals selected on a merit basis from 11 member countries. Those participants, in consultation with the resource speakers, provided inputs for a training manual on energy management to be published in February 2009. Follow-up projects, called the national dissemination program/training course in each participating country, will be organized from the beginning of 2009. The participants in the previous advanced training course are expected to undertake sessions in national projects in the four member countries of Cambodia, Fiji, IR Iran, and Thailand and use both manuals for further dissemination of EE and energy management practices.

The APO News is soliciting contributed articles on productivity endeavors, rewarding experiences during and after APO projects, and/or encouraging and inspiring examples of the productivity mindset in action, which will provide new ideas and energy to the dissemination of the productivity movement in member countries. Those whose articles are accepted for publication will receive an APO T-shirt. If you would like to share your valuable experiences, please contact Information Officer Sunju Lee at the APO Secretariat (slee@apo-tokyo.org).



APO/NPO update

New APO Director for Cambodia

Mr. Chea Sieng Hong, Secretary of State, Ministry of Industry, Mines and Energy, was appointed APO Director for Cambodia, w.e.f. 5 January 2009.

New APO Director and NPO Head for Republic of Korea

Mr. Dong Kyu Choi, Chairman and CEO, Korea Productivity Center, was appointed APO Director and NPO Head for the Republic of Korea, w.e.f. 22 December 2008.

New APO Director and APO Alternate Director for Indonesia

Mr. Masri Hasyar, Director General of Training and Productivity Development, Ministry of Manpower and Transmigration, and Mr. Mulyanto, Secretary, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration, were appointed APO Director and APO Alternate Director for Indonesia, respectively, w.e.f. 22 December 2008.

New address of NPO Indonesia

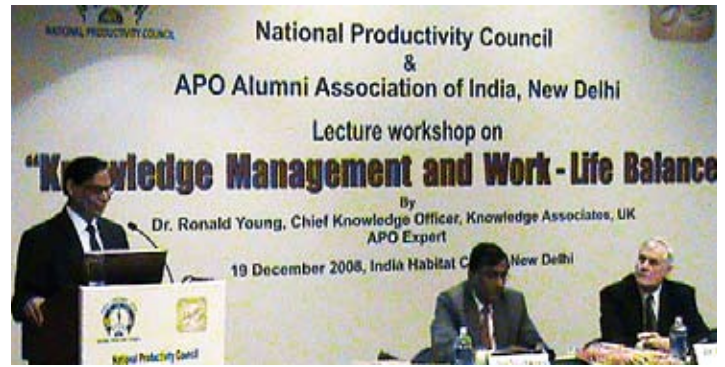
The address of the NPO for Indonesia was changed to:
Directorate of Productivity
Directorate General of Training and Productivity Development
Ministry of Manpower and Transmigration
Jl. Jenderal Gatot Subroto Kav. 51
Floor VI-B, Jakarta 12950, Indonesia

APO Alumni Association of India formed

The National Productivity Council (NPC), India, formally launched APO alumni activities by forming the APO Alumni Association of India (AAAI) in December 2008. NPC Director General N.C. Vasudevan will assume the role of patron, while Deputy Director General U.S. Singh, in charge of the NPC's international services, will act as president. Group Head of International Services J. Aggrawal and Director K.V.R. Raju hold the positions of vice president and secretary, respectively. "The formation of the AAAI is the culmination of efforts by all the stakeholders in the productivity movement in India as well as the realization of a five-decade dream which coincides with the Golden Jubilee of the foundation of the NPC, India," commented Raju on the significance of AAAI establishment.

AAAI membership is open to everyone who has participated in a human resources development activity organized by the APO. Honorary membership will be conferred on eminent individuals who can share their expertise with AAAI members. The mission of the AAAI includes: creating a world-class productivity practitioners' organization; facilitating professional networking for mutual benefit in academic, professional, and/or business areas; encouraging alumni members to contribute to the mission of the APO and NPC; and contributing to the well-being of society by providing support for nonprofit organizations dedicated to India's productivity development.

To fulfill its mission, the AAAI will play various roles including the provision of a platform for social interactions and networking among alumni. As an example, a lecture workshop was held in New Delhi, 19 December 2008, which also com-



AAAI president U.S. Singh delivering the opening address

memorated the launching of the AAAI. The event was jointly organized by the IT Division of the NPC and AAAI. Chief Knowledge Officer Dr. Ron Young, Knowledge Associates, UK, a well-known expert on knowledge management (KM), spoke on KM and Work-Life Balance. Dr. Young has also been involved in implementing a KM demonstration project at Bharat Electronics Limited, Ghaziabad, India. More than 50 delegates comprised of members of the governing body and current and potential AAAI members attended the workshop. AAAI President U.S. Singh delivered the opening address. The guests welcomed the formation of the AAAI and expressed their hope that it would create more opportunities for interactions among members for mutual benefit. They also promised to cooperate wholeheartedly in future activities of the AAAI. ☺

Corporate eco-network under the Green Productivity umbrella

Many think that greening a business requires sacrificing the bottom line. However, in 1996 the APO developed Green Productivity (GP) combining appropriate productivity and environmental management tools, techniques, and technologies. Since then, GP has been adopted by communities, public-sector organizations, and companies throughout the APO membership. To provide practical advice and support for GP practitioners, the APO established the Green Productivity Advisory Committee (GPAC) comprised of high-level representatives from over 60 Japanese corporations that have demonstrated excellence and innovation in environmental technology. It meets annually to strengthen the GP network, review the progress of eco-initiatives, and provide guidance on the APO's GP projects.

The 7th GPAC meeting was held in Tokyo, Japan, 28 January. Although convened in exceptionally trying economic times, 80 participants and observers attended, the highest number ever. Participants agreed with Mitsubishi Electric Corporation Chairman and GPAC chairperson Dr. Tamotsu Nomakuchi when he emphasized the importance of environmental issues regardless of the depth of recession. In his opening remarks, Dr. Nomakuchi said that companies needed to provide leadership in simultaneously addressing the three global crises in finance, energy, and the environment.

The twin highlights of the meeting were the reports on preparations for the Eco-products International Fair (EPIF) 2009 in the Philippines and EPIF 2010 in Indonesia by Sumitomo Mitsui Banking Corporation Chairman Teisuke Kitayama, who is vice-chairperson of the GPAC and EPIF Preparatory Committee chairperson, and by two special representatives of the future EPIF hosts: Former First Lady of the Philippines and EPIF 2009 Advisory Committee Chairperson Mme. Amelita M. Ramos, and Indonesian Ambassador to



Secretary-General Takenaka (L) thanking GPAC members for their support (L-R): Kitayama, Dr. Nomakuchi, University of Tokyo Professor Ryoichi Yamamoto, and Nippon Steel Corporation Executive Vice President Hideaki Sekizawa

Japan Dr. Jusuf Anwar. In her heartfelt presentation, Mme. Ramos appealed to GPAC members to support the EPIF 2009 to be held 19–22 March in Manila. She was followed by Development Academy of the Philippines President Antonio Kalaw, Jr., who reported detailed EPIF 2009 plans. Then Ambassador Anwar and representatives of the Indonesian Chamber of Commerce and Industry conveyed the commitment of the Indonesian government to hosting the EPIF 2010.

Closing remarks for the two-hour meeting were given by APO Secretary-General Shigeo Takenaka, who thanked GPAC members for their support for APO projects, including the EPIFs and *Eco-products Directory*. The APO hopes that the GPAC network will expand to ensure sustainable socioeconomic development worldwide. ☺