



# APO news

## ISO22000

### for food safety and reliability

Although the global level of food safety has increased in recent years, food-borne diseases such as bovine spongiform encephalitis (“mad cow” disease) and avian influenza are continuing concerns of governments, consumers, and the media. Before the issuance of the ISO22000 series of standards, food industry enterprises had to follow various local standards, such as hazard analysis and critical control point (HACCP), British Retail Consortium guidelines, International Food Standard, etc. The need for harmonization was one of the reasons for the development of ISO22000.

**T**he APO seminar on ISO22000 for Improving Food Safety was held in Tokyo, 18–25 January. The Japan Association for International Collaboration of Agriculture and Forestry (JAICAF) with financial assistance from the Japanese Ministry of Agriculture, Forestry and Fishery (MAFF) implemented the project. Twenty-two participants from eight member countries attended, along with five resource persons from Canada, France, Japan, and Malaysia, to: 1) review recent developments in safety management in food chains; 2) examine issues related to modern food safety systems, especially ISO22000, in SMEs; and 3) recommend actions to address problematic areas in maintaining food safety.



Participants donning safety suits before viewing Coco’s culinary system

The resource persons covered: 1) Modern food safety management systems; 2) Food safety standards and HACCP in Japan; 3) ISO22000: 2005 and the present situation of the Japanese food industry; 4) ISO22000 for development of reliable and safe food supply chains; 5) Requirements and process of implementation of ISO22000; and 6) Auditing and certification for ISO22000. The country papers reviewed the current situation of food safety management in each country, focusing on systems in SMEs.

To observe modern food safety management concepts/systems in the Japanese food industry, seminar participants visited: Coco’s Japan, a chain restaurant operator in Ibaraki prefecture; the Goka Factory of Q.P., a food-processing company, also in Ibaraki; the Fukaya Factory of Daitoh Shokken, a producer of seasonings and food additives in Saitama prefecture; and Kamaichi, another Saitama-based food processor. As pointed out by Head of the Quality Systems Branch Khoo Gek Hoon and Deputy Head (Factory Control), Food Legislation and Factory Control Branch, Diana Koh, both participants from Singapore’s Agri-Food and Veterinary Authority, “Although there is little involvement from its government in implementing ISO22000, there is a strong sense of self-regulation in the Japanese food industry.” They also noted that the extensive array of hygienic safety gear donned by each participant before entry into food preparation sites reflected the commitment of the

(Continued on page 6)

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“It is important that students bring a certain ragamuffin, barefoot irreverence to their studies. They are not here to worship what is known, but to question it.”

Jacob Chanowski

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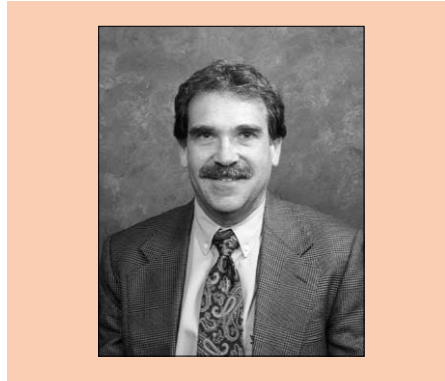
## Focus on innovation

**S**tep aside, Six Sigma; welcome, innovation. Consultants intent on increasing the bottom line for clients are urging firms to view innovation as the key element to longevity and profits. Accepting the fact that innovation is critical to business success (and to productivity increases), how do we become good innovators?

A good place to begin a study of innovation is through the writings of the highly respected management consultant and University of Michigan Professor C.K. Prahalad. In his book *The Future of Competition*, he warned that successful innovation begins with listening to the customer, not guessing customer preferences through internal channels of communication. His more recent *The Fortune at the Bottom of the Pyramid* predicts that innovative, forward-looking companies will devise ways to meet the entrepreneurial needs of the world's five billion poor people.

**“...innovative, forward-looking companies will devise ways to meet the entrepreneurial needs of the world's five billion poor people.”**

The company Microcredit is implementing Mr. Prahalad's vision by offering credit to poor, aspiring entrepreneurs through Kiva.org. Following the example of the long-established microlender and Nobel Peace Prize winner the Grameen Foundation, Kiva.org posts the names of entrepreneurs in Africa and the Americas who require small amounts of money to start a business and matches them with lenders, not with banks but with other individual citizens worldwide who wish to help. Two Stanford University students started Kiva.org after a trip to East Africa. They based their enterprise on existing Web sites in America and Europe that allow people to extend each other personal loans. By avoiding banks as intermediaries, interest rates are kept low.



A loan can be in increments as small as US\$25. Since its inception in early 2006, Kiva has processed US\$200,000 to 450 entrepreneurs, with few defaults.

Innovation also demands openness. InnoCentive.com has harnessed over 100,000 scientists from all over the world to find answers to questions that challenge the expertise of in-house staff. In 30% of the cases, this “world bank” of intelligence solved problems that had stumped in-house experts. It can be ego-shattering for outsiders to solve a company's problems, but innovation will not take root in a defensive, job-threatening atmosphere. In the book *Failure Happens* by Paul Ormerod, we are told that some degree of business failure is inevitable because today's world is so complex and dynamic. The risk of failure is no excuse, according to Ormerod, to forego the benefits derived from taking chances with new ideas and products.

Innovators are cautioned, however, that bright, profitable ideas are the result of a methodical, disciplined approach, not serendipity. That is the message in *Innovation: The Five Disciplines for Creating What Customers Want* by Curtis R. Carlson and William W. Wilmot. The book concurs with Prahalad's thesis in *The Future of Competition* that success depends on innovation based on a company's ability to sense and meet customer and societal needs. Creating customer value through innovative thinking is critical to a firm's success.

At Vshake.com, which stands for “virtual handshake,” you can seek advice from other members for a fee set by the individual expert contacted. A

listed expert might instruct Vshake that she would be willing to exchange e-mail messages with someone needing her advice for US\$25. That is not a lot of money, but it might be enough to signal that the person needing advice is serious and sincere in her request. In other words, “Pay me and I will listen to you and reply even if the amount of money is nominal.” Of course, you might have to pay a substantial amount to exchange e-mail messages with a well-known business guru, but even the rich and famous enjoy mentoring young, promising entrepreneurs.

Budding rock stars no longer have to kowtow to the major record labels for their talents to be appreciated. The music hierarchy is being circumvented by technology and new business models. An audio podcast factory that allows your music to be produced, edited, and distributed costs US\$150. You can burn your own CD, set up an account on CDbaby.com for US\$35, and wait for the public to make you a music legend. The artist receives 91% of the CD sale price and CDbaby.com receives 9% of the proceeds. Cdbaby.com is just one of several successful ventures that allow clients to bypass old-economy transaction costs.

**“The risk of failure is no excuse... to forego the benefits derived from taking chances with new ideas and products.”**

Innovation has proved to be the toughest in the field of education. Because education is the basis of all innovation, this is no small obstacle. Should we be surprised that respected innovators like Bill Gates, Michael Dell, and Steve Jobs failed to earn a college degree or that home schooling is increasingly popular in the USA because of parental concerns over the quality of education in public schools? Harvard University's interim President Derek Bok views colleges as escapees from the usual rigor practiced by most organizations. In an interview

with *U.S. News and World Report*, Bok reported that: “They [colleges] don’t engage in what well-run organizations in every other part of society do, that is, a continual process of self-improvement—identifying problems and experimenting with ways to solve those problems...” In other words, schools do not innovate well. Ask Bill Gates. The Bill and Melinda Gates Foundation has invested US\$1 billion in pilot projects to improve education in the USA. The 22 target schools have responded to this infusion of cash with mixed results, but have fallen short of creating a paradigm that would have national impact. The main obstacles have been entrenched interests and a lack of cooperation by the educational establishment that wishes to avoid the pain and disruption of innovative programs and possibly the failure that accompanies ill-conceived initiatives. Children are a precious resource, and innovation for innovation’s sake is a very risky endeavor. Education might be innovation’s toughest sell.

Despite the enthusiasm and predicted payoffs of innovation, the results of a recent survey of some 4,000 corporate managers showed that their companies ranked creativity and innovation behind interpersonal skills and meeting profit expectations. Innovation, however, is tomorrow’s profit. Perhaps firms should take their cue from Google, one of today’s most innovative companies. To spur innovation, employees at Google receive a “day off” a week to come up with the next blockbuster idea. Those days off generate one-half of Google’s new products.

There is, I believe, an underground, iconoclastic element to innovation that especially encourages the younger generation to embrace new ways of doing things. The business success of young Americans and young global entrepreneurs is a warning shot across the bow of the establishment ship, underscoring the costs of failing to understand the importance and purpose of innovation. Perhaps that is why we should not have been so shocked by the critical role that youth played in the Internet revolution or the growth of a youth Internet subculture, from Napster to MySpace.com. Perhaps young business managers would not find it at all implausible that, according to one high-tech executive, more transistors were produced last year than grains of rice. ☺

*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.*



## p-TIPS

## Green purchasing for class (Earth-friendly back-to-school tips)

- Whether school starts in April or September, parents around the world open their wallets to buy school supplies every year. This is a good time to start educating your children in conscious green purchasing and respect for earth’s precious resources. Tom Kay, cofounder and president of EcoMall (<http://ecomall.com>), points out that: “Petroleum oil, a nonrenewable resource, is used in the manufacture of chemicals and plastic commonly found in most school supplies. Environmentally speaking, using supplies made of natural ingredients is always preferable.” Below are some of EcoMall’s tips on shopping for classroom needs in an environmentally friendly, and ultimately more productive, way.
- 1) Buy pencils, regular and colored. Wooden pencils come from a renewable resource, can be erased (thus saving paper), and don’t contain the toxic chemicals found in most art markers and inks.
- 2) Buy refillable pens. These not only save resources and cut down on waste, they save money.
- 3) Buy notebooks and other paper supplies made of recycled paper. Recycled paper items for the student set are easier to find and more “fashion-conscious” than even five years ago. Can’t find what you need? Visit the shops near your child’s school and request that they stock recycled paper products.
- 4) Buy plain, old-fashioned, wax-based crayons. Avoid artist’s pastels, since some contain asbestos, and scented oil-based crayons, which can be a hazard to very young children who may be tempted to eat them.
- 5) Buy white school glue or paste. Epoxy or instant-bonding glues rely heavily on petroleum resources and can also bond dangerously quickly to fingers and eyes.
- 6) When choosing a back-to-school wardrobe, support companies offering organic cotton and hemp clothing. Organic clothing does not contain toxic pesticides, which is better for our kids and our planet (conventional cotton cultivation accounts for 25% of pesticide consumption worldwide).
- 7) Get your school recycling. Speak up at a parents’ meeting to encourage the purchase of recycled products by the administration and establish a school-wide recycling program. This will save school funds for other uses.
- 8) Make your school a toxin-free zone. Ask the school board to change to nontoxic cleaners and avoid the use of toxic pesticides indoors. These will improve air quality and reduce health risks and allergies.



## New APO publication



### CORPORATE BRAND MANAGEMENT

APO 85 pp. February 2007  
ISBN: 92-833-2372-6 (hard copy)  
ISBN: 92-833-7055-4 (e-edition)

Brand management has a long history. The initial thrust to penetrate the global market by Japanese companies was based on price competitiveness through the mass production of goods and services. As standards of living improved and consumers became more sophisticated, however, there was a strategic shift to producing quality goods and services. “Made in Japan” became synonymous with quality and reliability. Brand management has since made great strides worldwide, and was the theme of the Top Management Forum held in Kyoto, Japan, in March 2006. This publication is a compilation of eight presentations made at that forum by distinguished speakers from Japan on how to manage brands to add value to business and offer quality to customers.

In the introduction to this book, then Director of the Research and Planning Department of the APO Secretariat Takuki Murayama, says “a strong brand will give a corporation the cutting edge it needs to survive” and “managing a corporate brand is not simply about projecting the visual identity of a corporation through a logo or slogan. It is about winning a battle, an arduous and challenging one to be sure, especially with the brand itself serving a dual and seemingly contradictory purpose as an ultimate weapon, and at the same time as the most precious but fragile possession...”

The publication provides readers with an opportunity to share the experiences of Japanese corporations in managing corporate brands and gain insights on how they have made efforts in establishing and managing those brands. The presentations included in this publication are:

- Improving Corporate Value and Brand Power, by Shinji Fukukawa, Chairman, TEPIA, Machine Industry Memorial Foundation
- Disclosure of Information on Intellectual Property: Current Situation and Issues, by Yoshiko Shibusaka, Manager, Intellectual Property Services Office, KPMG AZSA & Co.
- New Value Creation through Dreams and Aspirations, by Takeo Fukui, President and CEO, Honda Motor Co., Ltd.
- The Wacoal Brand Sets Out to Expand Globally, by Tadashi Yamamoto, Corporate Officer/General Manager, International Operations, Wacoal Corp.
- The Matsushita Electric Global Brand Strategy, by Shinichi Takano, General Manager, Brand Management Office, Matsushita Electric Industrial Co., Ltd.
- The Social Role of Life Insurance, by Katsutoshi Saito, President, Dai-ichi Mutual Life Insurance Company
- Tokyo Disney Resort’s Brand Strategy, by Yasushi Tamaru, Officer, Theme Park Business Supervision, Oriental Land Co., Ltd.
- Learning from Émile Gallé’s Art, by Hiroshi Suda, Adviser, Central Japan Railway Company

This publication is available both in hard copy and in e-edition on the APO’s Web site.

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

## COMMON SENSE TALK



“It is important that students bring a certain ragamuffin, barefoot irreverence to their studies. They are not here to worship what is known, but to question it.”

*Jacob Chanowski*

“I arise in the morning torn between a desire to save the world and a desire to savor the world. That makes it hard to plan the day.”

*E.B. White*

“There is nothing so desperately monotonous as the sea, and I no longer wonder at the cruelty of pirates.”

*James Russel Lowell*

“Principles have no real force except when one is well fed.”

*Mark Twain*

“A society in which consumption has to be artificially stimulated in order to keep production going is a society founded on trash and waste. Such a society is a house built upon sand.”

*Dorothy L. Sayers*

“In many developing countries, water companies supply the rich with subsidized water but often don’t reach poor people at all. With around 5,000 children dying every day because they drink dirty water, we must do more.”

*United Nations Development Program*

“The instability of human knowledge is one of our few certainties. Almost everything we know, we know incompletely at best. And almost nothing we are told remains the same when retold.”

*Janet Malcolm*

“Writing is easy. All you do is stare at a blank sheet of paper until drops of blood form on your forehead.”

*Gene Fowler*

“Aristotle maintained that women have fewer teeth than men. Although he was twice married, it never occurred to him to verify this statement by examining his wives’ mouths.”

*Bertrand Russel*

# Explaining ISO22000

## **What is ISO22000?**

ISO22000: 2005 is the international standard on Food Safety Management Systems—Requirements for Any Organization in the Food Chain published by the International Organization for Standardization (ISO) in September 2005. The aim of the standard is to harmonize on a global level the requirements for food safety management of businesses within the food chain. It is an auditable standard that can be used for internal audits, self-certification, or third-party certification. ISO22000 can be applied independently of other management system standards (e.g., ISO9001, ISO14001). Its implementation can be aligned or integrated with existing related management system requirements.

## **Why is ISO22000 needed?**

To minimize food safety risks, many organizations in the food chain require that their suppliers establish and maintain hazard and critical control point (HACCP) programs. In 1997, the Codex Alimentarius Commission published an international standard that defined the steps and principles of HACCP. HACCP continues to evolve. Advances in the quality management field allowed food-processing enterprises to develop complete food safety management systems (FSMS). Australia, Denmark, Germany, Ireland, the Netherlands, and the USA have developed national FSMS standards. In addition, several organizations developed third-party audit programs for sanitation and HACCP programs. Examples include: CIES by the Food Business Forum and the Global Food Safety Initiative; Food Marketing Institute and SQF program; and British Retail Consortium and the BRC Global Standard. All previous standards and audit programs were similar but differed slightly. After years of international efforts to harmonize the standards into a single, international one, ISO22000 was published.

## **ISO22000 implementation in APO member countries**

ISO22000 is applicable to all organizations, regardless of size, that are involved in any aspect of the food chain. This includes organizations directly or indirectly involved in one or more steps of the food chain. In the recent APO seminar on ISO22000 for Improving Food Safety (see page 1) participants from Japan, the Republic of Korea, Republic of China, Singapore, Thailand, Philippines, Indonesia, Vietnam, and Malaysia concurred that approximately 100 organizations had already achieved ISO22000: 2005 certification in the APO membership. Japan leads the way with at least 20 ISO22000-certified organizations.

## **Significance of ISO22000 for the APO region**

Concern over food safety in the Asia-Pacific is obviously significant due to its huge population (and thus rate of consumption) and because most food processors are SMEs. It is expected that the number of organizations implementing ISO22000 and seeking certification will double every year. Organizations doing so will be confronting one or more of the following reasons:

- Realization: that ISO22000 can be used as a “tool” for improvement



Yong (center, standing)

- Legal and liability: to meet regulatory compliance/avoid litigation
- Customer driven: requirements by potential/existing customers
- Market focus: reputation/image of enterprise
- Pressure: directives from head office/main markets

## **How food industry SMEs can benefit from ISO22000**

ISO22000 provides a number of advantages to SMEs wanting to improve their FSMS. The standard ensures that the FSMS uses a “continual improvement” and “system approach.” Typical benefits for SMEs include: 1) Reduced cost of sales, since ISO22000 compliance immediately establishes an SME’s credibility and commitment to food safety. Demonstrating the effectiveness of an FSMS is straightforward and takes less time to earn customer trust. 2) Lower risk of liability, since by implementing ISO22000, SMEs take responsibility

for consumer safety and lower the risk of insurance payments and legal costs. 3) Improved overall performance, since a lean management system promotes continuous improvement in food products and processes, creating fewer errors, returns, and customer complaints. This generates improved relationships with customers and suppliers, providing a competitive advantage in the marketplace.

## **The way forward**

SMEs must be motivated to establish FSMS and acquire ISO22000 certification. Government authorities, SME associations, and NPOs should take the lead in:

- Developing introductory and educational materials on the standard targeting SMEs;
- Offering guidance in using self-assessment tools to help SMEs devise their own plans;
- Developing a database of consultants with expertise in establishing FSMS;
- Listing possible sources of funding for FSMS initiatives;
- Disseminating successful examples of SMEs implementing ISO22000;
- Encouraging SMEs to pursue best practices in ISO22000, including group visits to observe FSMS in action;
- Forming networks of interested SMEs to share information on effective approaches and the use of mentors to address common FSMS issues; and
- Establishing an award program to recognize organizations and individuals enabling good FSMS outcomes.

The challenge for SMEs in the food-processing sector is to regard ISO22000 as a tool for improvement that will enable them to provide consistently safe food for customers and consumers.

*Contributed by Managing Director Yong Kok Seng, QMC Resource Centre, Penang, Malaysia, and resource person for the APO seminar on ISO22000.*

## 2006 quiz contest winners

The *APO News* quiz contest announced in the December 2006 issue received 50 entries with all correct answers (answers are available on the APO Web site: [www.apo-tokyo.org](http://www.apo-tokyo.org)). The prizewinners were decided through a lucky draw performed by APO Secretariat staff members. Our congratulations to all the winners, who will receive their prizes soon.

We also thank everyone who took part in the quiz and responded to our opinion survey with suggestions for improvement.

### Cash (US\$50.00) prizewinners

Vijayen Diran (India)	Dordaneh Davari (Iran)
Yass Yousefi Yekta (Iran)	Yap Yun Fung (Malaysia)
P.Jamiyandorj (Mongolia)	Bindu Shrestha (Nepal)
Atiq ur Rehman (Pakistan)	Liwayway T. Nangca (Philippines)
Normandy T. Nangca (Philippines)	P.V.V.U. Perera (Sri Lanka)

### Consolation (APO book/video) prizewinners

Awlia Khanam (Bangladesh)	Md. Khaleduzzaman (Bangladesh)
Mohamed Saeed El-Ashkar (Egypt)	K. Srinivasan (India)
Mohd. Ismail Khan (India)	Savalla Muvali Krishna (India)
K.A. Krishnan (India)	Bhaskar Dutta (India)
Satrio Noegroho (Indonesia)	Ahmad Yousefi (Iran)
Chong Siow Yen (Malaysia)	Safraz A. Hashmi (Pakistan)
Imtiaz Ahmad (Pakistan)	Khalique Ahmad Mian (Pakistan)
Myrna Atienza-Tenorio (Philippines)	Maribeth De las Alas-Gamao (Philippines)
Allan Jose T. Reyes (Philippines)	Alene E. Solitario (Philippines)
Gilbert Hu (Singapore)	Katika Samaneein (Thailand)

## Indonesia hosts 2007 WSM

The 47th Workshop Meeting of Heads of National Productivity Organizations (NPOs), the annual planning meeting of the APO, will be held on the beautiful resort island of Bali, Indonesia, 6–8 March. Approximately 70 NPO heads, agriculture representatives, and their advisers from member countries, observers from international organizations and from member and nonmember countries, and Secretariat staff members will attend the meeting. The inaugural session will be graced by Indonesian Minister of Manpower and Transmigration Erman Suparno; Governor of Bali Dewa Baratha; Secretary-General Harry Heriawan Saleh, Ministry of Manpower and Transmigration; and APO Director for Indonesia Besar Setyoko. APO Secretary-General Shigeo Takenaka will present a statement to the meeting.

The meeting will review the evaluation of projects implemented in 2006 and the 2007 Program. It will also consider the two-year plan for 2008 and 2009, with a comprehensive examination of the 2008 Program. The delegates will be invited to comment on the Secretary-General's statement and share their insights on immediate challenges in the productivity movement in their countries and the role of stakeholders, including NPOs, in coping with them; essential NPO core competencies; and effective ways to share them with each other.

For the study tour, the delegates will visit the Museum Subak, which showcases the unique irrigation and water distribution systems in Bali; terraced rice cultivation at Jatiluwih, where the irrigation system is put to use; and Uber Sari Bali Corporation, a manufacturer of pottery, lamps, etc. for the home and garden.

The meeting will close with the adoption of a report for submission to the Governing Body Meeting to be held in Ulaanbaatar, Mongolia, 26–28 June.

## ISO22000

(Continued from page 1)

companies visited to their food safety assurance systems. Some of the other lessons learned from the visits to Japanese food industry actors which participants considered useful in enabling ISO22000 compliance by SMEs in other member countries were:

- 1) The commitment of top management is the primary factor in the adoption and implementation of ISO22000 in SMEs.
- 2) Empowerment of staff facilitates ISO22000 practices, and recognizing the value of feedback from workers allows continuous improvement (kaizen) in food safety management in an enterprise.
- 3) Their awareness of the importance of a safe and reliable food supply mobilizes consumers to put greater pressure on the food industry to improve safety management standards.

- 4) Automated set-ups reduce errors, assist in data collection and analysis, and enhance record keeping.

Appropriate policy incentives, along with financial and infrastructural support, for agricultural/food industry SMEs could go a long way toward strengthening their food safety management standards.

Many participants expressed interest in undertaking ISO22000-related follow-up activities in their home countries. For example, participants from Thailand and Vietnam in collaboration with their NPOs planned to hold ISO22000 awareness seminars/meetings at the end of February/beginning of March with technical and financial support from JAICAF and MAFF. ☺



# p-Experts deputed by the APO

## CAMBODIA

**Mr. Yoji Osaki**, Director, International Department, Japan Productivity Center for Socio-Economic Development, was deputed as expert for the Member Country Support Program, 9–12 January 2007.

## CAMBODIA AND LAO PDR

**Mr. Koichi Hiratsuka**, Consultant, Japan, **Ms. Mariko Kamiuchi**, Program Coordinator, International Department, Japan Productivity Center for Socio-Economic Development, and **Mr. Shigetsugu Namiki**, Consultant, Japan, were deputed as experts for the Member Country Support Program, 9–17 January 2007.

## ISLAMIC REPUBLIC OF IRAN

**Mr. Mohan Dhamotharan**, Consultant, Germany, **Mr. Savenaca Kaunisela**, Commissioner Western Division, Department of Provincial Development, Ministry of Fijian Affairs, Lands & Provincial Development, and **Dr. Ulrich Gärtner**, Managing Director, Management Institute Ltd., Switzerland, were deputed as resource persons for the training course on Training of Trainers in Participatory Project Cycle Management, 24 February–2 March 2007.

## JAPAN

**Dr. Mina T. Gabor**, President, Philippine Small and Medium Business Development Foundation, was deputed as resource person for the International Small Business Congress Enlarged Steering Committee Meeting, 15–16 January 2007.

**Mr. Patrick Bèle**, Food Portfolio Manager, Bureau Veritas Certification Holding SAS, France, and **Mr. Yong Kok Seng**, Managing Director, QMC Resource Centre Sdn. Bhd., Malaysia, were deputed as resource persons for the seminar on ISO22000 for Improving Food Safety, 18–25 January 2007.

## APO/NPO update

### e-Mail address of NPO for Bangladesh

One of the e-mail accounts (npobd@gononet.com) is no longer in operation. All e-mail messages should be sent to dir.npo@btb.net.bd.

### New address, telephone/fax numbers, and e-mail address of NPO for Sri Lanka

National Productivity Secretariat  
318, High Level Road  
Colombo 06  
Phone: 94-11-2812163  
Fax: 94-11-2812162  
e-Mail: nposl@slt.net.lk (temporary)

**Dr. Nguyen Ngoc Sinh**, President, Vietnam Association for Conservation of Nature and Environment, **Mr. Pham Ngoc Tran**, Deputy General Director, Directorate for Standards and Quality, Vietnam, and **Mr. Nguyen Anh Tuan**, Managing Director, Vietnam Productivity Centre, were deputed as speakers at Green Productivity Advisory Committee meeting, 20 February 2007.

**Dr. Andrzej Kwiecinski**, Senior Analyst, TAD/AD, Organization for Economic Co-operation and Development, France, **Dr. Manuel S.J. de Leon**, Consultant, Philippines, **Dr. Boonjit Titapiwatanakun**, Assistant Professor, Department of Agricultural and Resource Economics, Faculty of Economics, Kasetsart University, Thailand, and **Prof. Kunio Tsubota**, Kyushu University Asia Center, Japan, were deputed as resource persons for the working party meeting of Experts on Monitoring Basic Agricultural Policies (Phase I), 20–22 February 2007.

## MALAYSIA

**Datuk Dr. Soh Chai Hock**, Director, Proton Edar Sdn. Bhd., Malaysia, was deputed as resource person for a trial run of the final draft manual on Green Productivity and Occupational Health, Environment, and Safety, 26–30 January 2007.

## NEPAL

**Mr. Dipal Chandra Barua**, Deputy Managing Director, Grameen Bank, Bangladesh, and **Mr. Shaik Abdul Khader**, Consultant, India, were deputed as resource persons for the seminar on Strategic Management for Civil Society Organizations, 15–19 January 2007.

## SRI LANKA

**Mr. Hiroshi Iwayama**, President/CEO, RIIM Chusan-Ren, Inc., Japan, was deputed as technical expert for the Promotion of Japanese-style Management to Corporations and Organizations in Colombo, 15–27 January 2007.

**Dr. Chhapparwal Bharat Chunnilal**, Professor emeritus of Pediatrics, M.G.M. Medical College, India, was deputed as a technical expert for Application of Green Productivity to the Faculty of Engineering, University of Peradeniya, 5–9 February 2007.

## PHILIPPINES

**Mr. Wilfrid Legg**, Head of Agricultural Policies and Environment, Trade and Agriculture Directorate, Organization for Economic Co-operation and Development, France, **Mr. Takumi Sakuyama**, Economist, Comparative Agricultural Development Service,

## Program calendar

### May

#### Republic of China

Coordination Meeting on Research on Corporate Brand Management, 8–10 May 2007.

Study Meeting on the Clean Development Mechanism, 29 May–1 June 2007.

#### Fiji

Seminar on Green Service in the Tourism Industry, 21–25 May 2007.

#### Korea

Training Course on Customer Satisfaction for Improving Corporate Competitiveness, 15–18 May 2007.

#### Malaysia

Study Meeting on the Social Dimensions of Productivity, 28–31 May 2007.

#### Pakistan

Seminar on Good Management Practices for Enhancing the Value Addition of Fishery Products, 14–18 May 2007.

#### Thailand

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

#### Distance learning

Web-based Training Course on Energy Efficiency, 1–15 May 2007.

### June

#### Japan

APO-AOTS Training Course on *Monozukuri* (Art of Manufacturing), 4–15 June 2007.

Research on Supply Chains in Agribusiness; Phase I: Working Party Meeting of the Experts, 5–7 June 2007.

#### Malaysia

Seminar on Community-based Rural Tourism, 4–8 June 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).*

Agricultural and Development Economics Division, Economic and Social Development Department, Food and Agriculture Organization of the United Nations, Italy, and **Prof. Kunio Tsubota**, Kyushu University Asia Center, Japan, were deputed as resource persons for the seminar on Socioeconomic Roles of Agriculture in Asia with Emphasis on Agri-environmental Services, 5–9 February 2007.

# International tourism promotion for regional development

The travel and tourism-related industry continues to contribute significantly to national economic growth worldwide, and the Asia-Pacific region is no exception. The Japanese government has been promoting a “Visit Japan” campaign since 2003 and has set the goal of receiving 10 million inbound tourists by 2010. Currently, Japan hosts about six million inbound tourists annually, while some 17 million Japanese go abroad for tourism each year. Some APO member countries like Pakistan and Malaysia are also proactively promoting tourism by declaring 2007 as a special year for inbound tourism promotion.


**R**ecognizing the importance of the tourism industry in regional economic development, a multicountry study mission on Regional Development: International Tourism Promotion was organized by the APO to examine Japan’s regional development initiatives, particularly its experiences in building up the tourism industry at regional level so that it has become a prime driver and core strength of regional and local development activities. The study mission was held 5–9 February in Tokyo and Hokkaido with the support of Ministry of Economy, Trade, and Industry and Japan Productivity Center for Socio-Economic Development (JPC-SED). Eighteen participants from 16 APO member countries, most of whom were from ministries of tourism or representatives of tourism associations, were in attendance. The program consisted of presentations by resource speakers, site visits in Tokyo and Hokkaido, and interactions with key Japanese players. The program kicked off with a presentation by Executive Vice President Akira Yasuda, Japan National Tourism Organization, who explained the details of the Visit Japan Campaign—Inbound Tourism Promotion in Japan. That was followed by a presentation by Chief Executive Producer Akira Chouno of the JPC-SED on Approaching International Tourism-oriented Regional Development.

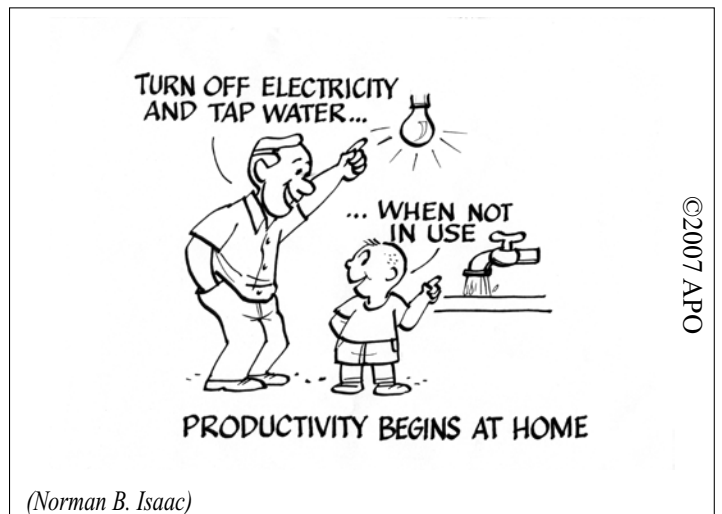
The study mission visited several tourist sites in Tokyo and Hokkaido, starting with Asakusa in Tokyo and then moving on to Sapporo and Otaru in Hokkaido, where they observed examples of how to make use of cultural and industrial heritage sites as tourist attractions. In Hokkaido, the participants were received by officers of local government and had a chance to see the 58th annual Snow Festival in Sapporo. In Otaru, they visited Otaru Canal Plaza, where they heard a presentation by Kouichi Kotaka of the city’s Tourism Promotion Office. The participants felt that Otaru was the most impressive site because they saw how important it is to involve all stakeholders including community residents in tourism promotion. In the 1960s, when Otaru developed an urban planning concept that would have converted its historic canal, along which numerous stone-built warehouses were located, into a roadway, city residents initiated the famous canal dispute that continued for almost 10 years. In the end, the picturesque canal was not totally demolished, and the city managed to preserve its industrial and scenic heritage. Now, the warehouses along the canal have been turned into shops and restaurants, where tourists can visit factories making glass and music boxes and enjoy the old-fashioned street atmosphere. The study mission participants observed civil volunteers preparing for the Candlelight Festival, during which approximately 100,000 candles are lit along the sidewalks lining the canal.

Despite the tight schedule, numerous sites to visit, and the fact that it was the first time a study mission on tourism promotion had been held in Japan, the



Enjoying the scenic canal in Otaru

participants indicated that they had learned a lot during the mission. Although each member country has a different perspective on tourism promotion, this type of mission will be beneficial if combined with the experiences of others. As some pointed out, tourism promotion policies should not always focus on quantity alone but should also pay attention to quality to ensure that the tourism industry is sustainable. The importance of the involvement of all stakeholders and that of brand tourism management were cited by participants as useful lessons learned. 



(Norman B. Isaac)