



APO NEWS

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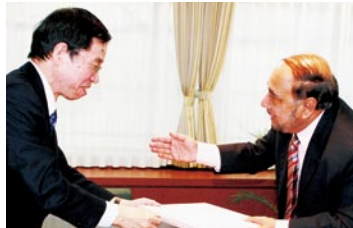
March 2010



p. 6, GPAC meeting, Japan



p. 6, Workshop, IR Iran



p. 7, BCBN, Bangladesh

Developing productivity practitioners in member countries

“Enhancing the capacity building of national productivity organizations (NPOs)” is an important task that the APO has pursued to promote the effective dissemination of the productivity movement in each member country. NPOs will play a key role in nurturing, strengthening, and spearheading this movement for the foreseeable future. The APO’s continuous efforts in various forms and utilizing different methods have already produced tangible outcomes. One such program is the Development of NPOs (DON). Under the DON initiative, the APO conducted a need assessment survey, which served as the basis for in-country training programs focusing on developing a pool of productivity practitioners and training NPO technical staff.

“In 2008, three pilot in-country training courses were conducted in Pakistan, IR Iran, and India. All three courses were well received by the NPOs involved as they resulted in the capacity building of numerous NPO staff and other related stakeholders simultaneously. With the expression of interest by other NPOs, it was decided to continue this initiative,” explained Secretariat Industry Acting Director Setsuko Miyakawa when giving the background to the new in-country program entitled Institutional Strengthening of NPOs through the Development of Productivity Practitioners. In 2009, six courses were held under this title in Fiji, Indonesia, Cambodia, Bangladesh, Lao PDR, and Thailand. Two courses dealt with both basic and advanced productivity concepts, principles, tools, and techniques, while three focused on the basic and one on the advanced.



Participants in Indonesia celebrating course completion

“The contents of the program were developed in close consultation with concerned NPOs and the resource speakers keeping in mind the specific needs of the NPO and related stakeholders,” said Secretary Industry Program Officer K.D. Bhardwaj. All the training courses had durations of two weeks involving expert lectures/tutorials, case studies, group exercises, group presentations, and site visits. “On the final day, a comprehensive examination was conducted to assess the level of understanding of participants,” added Bhardwaj.



Group exercise for teamwork improvement in Cambodia

The curricula of the first two projects held in Fiji, 25 May–6 June, and Indonesia, 22 June–4 July, were designed to integrate basic and advanced productivity and quality topics according to the needs of the two countries. In their project proposals, they highlighted the need to improve the knowledge and skills of trainers and consultants from the basic to new and emerging productivity tools and technologies to serve their industries. “The Training and Productivity Authority of Fiji (TPAF) was able to train a team of trainers in this program and the knowledge gained from the two-week program on productivity and quality and other emerging areas has already been incorporated into existing training programs,” commented TPAF Director General Jone Usamate. *(Continued on page 5)*

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Innovation management: Enterprise culture and ultimate competitiveness

Chang Pao-cheng, President, China Productivity Center

The semiconductor industry in the Republic of China has been hit hard by the financial crisis. Faced with rapidly shrinking orders and an uncertain future, Taiwan Semiconductor Manufacturing Company Limited (TSMC) strictly implemented a performance management and development (PMD) system and laid off several hundred employees whose performance was deemed to be substandard. The laid-off employees formed a self-help group, and the most serious labor dispute ever to affect TSMC broke out.

The media reported that TSMC Chairman Morris Chang had made an announcement in which he expressed his sorrow and regret at the mistaken use of PMD by the company. He invited the laid-off employees to rejoin the company and offered a “goodwill” payment to those who did not return, bringing the dispute to a close.

“When core values are set, they will influence employee behavior, change their way of thinking and form corporate culture.”

Since it was established, TSMC has stressed honesty and uprightness, and these values were the basis on which its corporate culture was founded. The belief that “employees are the most important asset” was clearly expressed in the respect the company gave its people, the importance it attached to providing a good work environment and employee welfare, and the interdependence between company and employees in creating a healthy cycle.

This dispute damaged the image of TSMC, a company that is regarded as a management benchmark. However, the author believes that the most serious damage will be that employees may lose confidence in the values and corporate culture they once had total faith in. Preventing this



from happening should be the focus of TSMC’s remedial measures.

Values are so-called management beliefs, the essence that makes an enterprise different from others, and also the basis on which decisionmakers set targets, strategies, and management models. They are, moreover, the veins and DNA of the organization. When core values are set, they will influence employee behavior, change their way of thinking, and form corporate culture.

Corporate culture is an organizational atmosphere that merges a common mission, vision, and values. In the process of pursuing sustainable management, it must be continually refined, strengthened, and accompanied by innovation and change if an enterprise is to create a new situation continually.

In the face of an extremely turbulent business environment and with the future uncertain, it may seem that decisionmakers have no choice but to downsize human resources and cut costs to ride out the storm. However, the words of marketing guru Philip Kotler should be noted: “Enterprise sustainable management is an overall strategy. Over the short term the business results need to be optimized, but long-term value should not be compromised.”

He also pointed out: “Chaos isn’t abnormality, it is the new normality.” When turbulence is normal and uncertainty always accompanies an enterprise like a shadow, the author believes that, when mak-

ing any decision, decisionmakers should be more farsighted and wiser, seeing the big picture, and avoid losing long-term value because of short-term difficulties. In particular, when decisionmakers, core values, and corporate culture conflict, extreme care should be taken because being a little careless and making the wrong decision can cause irreparable damage.

In a large-scale survey, US consumers were invited by random sampling to identify which companies they liked. Among the companies identified by most of the consumers were: Amazon, Google, eBay, Patagonia, Harley-Davidson, Ikea, Southwest Airlines, Starbucks, Toyota, and UPS. Analysis of the factors prompting consumers to like these companies showed the one consistent element to be that belief in one’s own enterprise culture is the greatest source of business and competitive advantage.

“Enterprise culture leads the thoughts and judgment of each member of the enterprise.”

An enterprise’s ultimate competitiveness comes from its culture. Enterprise culture leads the thoughts and judgment of each member of the enterprise. It is one of the most comprehensive yet invisible factors influencing organizations. Although there are differences among the cultures enshrined by each business, I believe that integrity is the basis of the establishment of all businesses. It is their most fundamental core value, and the secret with which they mold their corporate culture.

Coca Cola’s former CEO Donald R. Keough led the company for 12 years and was a widely respected industrialist, who, honed by decades of leadership experience, remarked that science and technology may change with each passing day, and management and sales constantly develop new approaches from old experiences, but all en-

terprises are ultimately rooted in integrity. He emphasized that integrity was, from beginning to end, the enterprise's essential foundation, that it was not possible to establish a prosperous and thriving business atop rotten foundations, and that the lesson he was most proud to have learned was that the Coca Cola Company had always enjoyed an enterprise culture founded upon integrity and "everything being done absolutely right."

Sinyi Realty is one company that greatly emphasizes the view that, "When the path is correct, the technique is strong." Chou Chun Chi, the president of Sinyi Realty, said that, "The 'path' is the philosophy, values, and ethical principles. The 'technique' is the strategy, method, and skills. As far as the development of an enterprise is concerned, it is more important that the path be correct than that the technique be strong."

In a turbulent environment, and in the face of enormous operational challenges, how to exist and succeed in a globalizing world that is changing rapidly and

becoming more turbulent by the day is an issue and a challenge that leaders must confront every day. Leaders must simultaneously consider the short-term performance and the long-term development of their businesses. They cannot do one and neglect the other. For this reason, in the policy-making process, when we encounter opportunities and temptations that are difficult to resist, such as revenue increases, outstanding performances, quick profits, expansion, and so on, the word "integrity" is the most important measure as we choose and judge.

Behavior with which members of an organization identify, and that they express, is often the behavior of their leaders. To forge an enterprise culture with integrity at its core, leaders must lead from the front and demonstrate by their own conduct. As soon as integrity is internalized as part of the enterprise culture, it will exert an influence, impact the behavior of staff, and at the same time form the magnetite that attracts and selects talented staff. When subordinates imitate their superiors, the basis for business development will be consolidated. 🌀



Comment board



Professor Dr. Zong-Tae Bae, Technology Management and Entrepreneurship, Korean Advanced Institute of Science and Technology Graduate School of Management, Republic of Korea.

Participant, APO forum for Promoting Entrepreneurship in Asia, Japan, 13–15 January 2010.

"The forum was very well organized and efficiently managed. All the resource speakers brought us not only knowledge and information but also passion. The participants from APO member

countries were very energetic and fluent in English. We enjoyed the discussion even though the schedule was very tight. During the forum, I met several Japanese entrepreneurs, venture capitalists, and entrepreneurial consultants. I learned of their vision, passion, and plans for the future. Thanks to meeting with these invaluable resource persons, I came to a better understanding of the Japanese economy and society. My greatest benefit, therefore, was meeting face to face with the entrepreneurial leaders of Japan. I also learned about Japan's efforts to enhance entrepreneurship. The visit to EGG Japan was very impressive. I am planning to introduce the cases that I studied during the forum to my students to help them widen their perspective. I will also share good examples of constructive collaboration between university and industry with people in my university to explore the possibility of creating our own action plan."

Chief of Health Promotion Program Dr. Direk Ekbawornwong, Suratthani Hospital, Thailand.

Participant, multicountry observational study mission on Mental Health and Productivity, Japan, 17–23 January 2010.

"Mental health has become ever more important in productivity improvement as the world increasingly values brain work over physical work. However, the

management of mental health is very challenging due to the abstract nature of the topic. I was surprised to learn that Japan had studied this matter and implemented mental health systems in workplaces for more than 30 years. During the mission, I learned not only the theory but also the real experience of Japan, which made the program live and interesting. The details of the Japan Mental Health Inventory, a mental survey tool designed by the Japan Productivity Center, were helpful in identifying the hidden levels of mental health within the workplace and for the early detection and prevention of problems. Another impressive point is the joint effort by the Japanese government, companies, labor unions, and workers to share the responsibilities. I appreciated the many Japanese experts and practitioners who shared their expertise. This mission provided me with guidelines to start up mental healthcare in the workplace in the context of my own organization."

Assistant Manager Shamini Murugaya, SME Corporation Berhad, Malaysia.
National Expert, coordination meeting of APO Research on Financing of Small and Medium Business, Thailand, 26–28 January 2010.

"The coordination meeting was fruitful and informative as the meeting was to finalize the framework and methodology used for the research project. In the meeting, participants shared country papers on SME financing in their respective countries which gave an insight into the background of SME financing and best practices of each country. The chief expert also shared his view that the growth of SMEs comes from innovation as only innovation brings strength and sustainable competence to survive. The national experts also agreed that innovation is the driving force of productivity enhancement for SMEs. Thus the framework of the research was finalized with innovation as the core topic. Through the discussion, I gained a clearer picture of what is expected for the research and the likely barriers that I might encounter during the process. Henceforth I will do my best with the assistance of my colleagues to generate research results from the Malaysian perspective."



Productivity methodologies, tools, and techniques

Value engineering—Kok Seong Lee

Value engineering (VE) is also called value analysis. It is a systematic, function-based approach used to increase the value of a product to the customer by providing the same or better functions at lower cost. This is done without sacrificing the required performance, reliability, availability, quality, safety, and environmental attributes of the product. The value of a product can be expressed as a ratio of its function relative to its cost:

$$\text{Value} = \text{Function}/\text{Cost}$$

Value is not simply a matter of minimizing cost. The value of a product can also be raised by increasing its function (performance or capability) and cost as long as the added function increases more than its added cost. A function describes what something does. In VE, functions are always described in a two-word abridgement of an active verb and measurable noun, i.e., “create file,” or “tighten screws.”

Functions may be broken down into a hierarchy, starting with a basic function, which is what a product or process must do to work or sell and the customer is willing to pay for, followed by secondary functions that support that basic function. Secondary functions can be modified or eliminated to reduce product cost.

Function analysis identifies both basic and secondary functions, analyzes the functions, and measures the cost of each component as accurately as possible, including all material and production costs. Function analysis can be enhanced with a graphic mapping tool known as the function analysis system technique (FAST). FAST applies why/how logic to test functions, creates a common language for a team, and tests the validity of the functions in the project. Take a wooden pencil, for example, as shown in the table.

Table. FAST applied to a wooden pencil.

Item	Function	Classification	Cost (\$\$)
Eraser	Remove marks	Secondary	0.02
Ferrule	Hold eraser	Secondary	0.02
Wooden body	Hold graphite carbon	Secondary	0.07
Paint	Protect wood	Secondary	0.02
Label	Identify product	Secondary	0.02
Lead	Draw/write	Basic	0.05
Total			0.20

The value equals the total cost divided by the basic cost and is therefore $0.20/0.05 = 4.0$. The value calculated should not be greater than 3. This means that VE study is required.

The VE process involves a multidisciplinary team of people following a structured VE job plan. The process helps team members communicate across boundaries, understand different perspectives, innovate, and analyze. The eight phases of the job plan are:

- 1) Project: Selection, objectives;
- 2) Information: Collection of relevant information;

- 3) Analysis: Function and cost analysis;
- 4) Speculation: Generation of alternatives;
- 5) Evaluation: Selection of alternatives;
- 6) Development: Shortlist ideas and develop those with merit into value alternatives;
- 7) Presentation: Obtain approval; and
- 8) Implement and follow up.

Case study

Product: Staple remover of an office stapler, as shown in Figure 1.

Before VE: The staple remover is placed in an awkward position and obstructs the user’s fingers when the stapler is held in the palm of the hand. It is attached to the stapler with a plastic catch and becomes loose when the catch wears down. Moreover, it makes the stapler look bulky.

After VE: The staple remover is incorporated into the lower body of the stapler.

Result: About an 8% reduction in manufacturing cost is achieved.

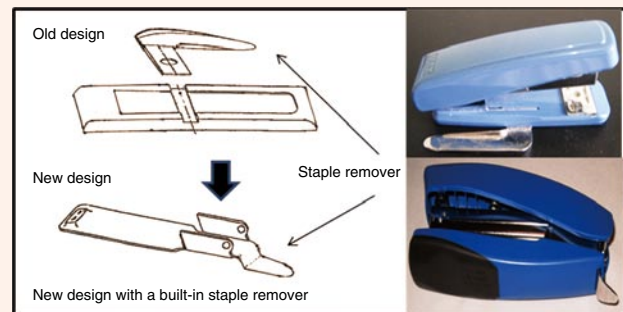



Figure 1. VE applied to a common office stapler.

Summary

VE can be applied not only to products but also is equally suitable for all functions of business such as product design, processes, systems, or services. It is also particularly useful during the research, development, and introduction of new products or services. 



Contributed by Principal Consultant Kok Seong Lee, Eunison Network Pte Ltd, Singapore, resource speaker for the APO training course on the Development of Productivity Practitioners: Basic Program.



To provide easy reference to productivity-related terms including methodologies, tools, and techniques, the APO developed the p-Glossary, available on its Web site (www.apo-tokyo.org).

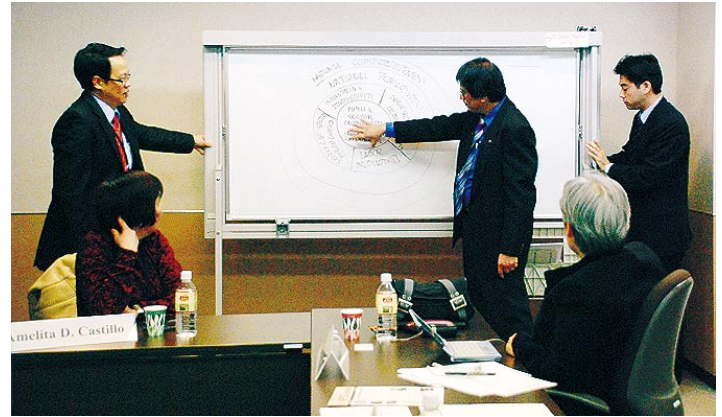
Planning for public-sector productivity activities

“Public-sector productivity” is an area that the 50th Workshop Meeting of Heads of NPOs in the Philippines last year earmarked for further pursuit by the APO. Since then, the Secretariat has conducted in-house studies on how to translate this directive into tangible programs that will benefit member countries. To devise a systematic, realistic action plan, the Secretariat organized an expert group meeting in Tokyo, 15–17 February. This meeting assembled NPO representatives and public-sector experts from those countries with demonstrated interest in this sector. The three-day brainstorming meeting was attended by eight experts including two NPO Heads, Antonio D. Kalaw, Jr. of the Philippines and Dr. Phanit Laosirirat of Thailand.

“We have now come to the stage where we must make a decision on which direction to go,” stated Secretary-General Shigeo Takenaka in his opening remarks. He shared his ideas on the possible tools that could be used to promote productivity in the public sector. Secretary-General Takenaka then pointed out that, “We are open to all types of ideas. But in the end, we need to find a way that is both useful to member countries and feasible for NPOs and the APO.”

On the first day, participants shared information on current activities and the status of participating countries and institutions to identify the major challenges and opportunities for enhancing public-sector productivity. This information exchange revealed certain commonalities in productivity needs and trends which provided a foundation for discussions on the subsequent days. Experts worked to identify key issues for public-sector productivity enhancement to be addressed by the APO, prioritized project initiatives, and discussed modalities and the packaging of relevant projects and an APO action plan.

At the end of the meeting, the experts produced a framework of proposals for the APO consisting of tools, targets (concerned bodies), and results (ultimate



Experts discussing proposed public-sector productivity framework

outcomes). “This will be the first step for the Secretariat in pushing progress in this important area. We will communicate with other NPOs to integrate their views and comments into this framework and then devise a useful, feasible action plan,” said Secretariat Research and Planning Director Mukesh Bhattarai when thanking the meeting attendees.

“This meeting was different from the usual APO ones,” commented Kalaw while expressing his appreciation to the APO for taking up this challenging issue. Dr. Phanit agreed on the difficulties involved in improving public-sector productivity. He also emphasized its crucial importance by stating that, “Without governmental changes or improvements, there is little chance for growth in the private sector or by any other economic players.”

Developing productivity practitioners in member countries (Continued from page 1)

Subsequently, three training programs were conducted in Cambodia, Bangladesh, and Lao PDR, 10–22 August, 24 October–5 November, and 9–21 November, respectively. These focused on basic training for young staff members of NPOs and other productivity practitioners from the private sector that those NPOs were working with. The NPOs of Cambodia and Lao PDR are relatively young themselves and face certain difficulties in meeting the productivity needs of their society and economy due to the lack of skilled, experienced manpower. “Thanks to the programs, the National Productivity Center of Cambodia (NPCC) now has more knowledgeable staff members who will be soon suitable for providing consulting and training services to SMEs and others,” commented National Productivity Center of Cambodia (NPCC) Director Bunna Yea. He emphasized the improved teamwork of NPCC staff as a major benefit of the program.

The training course held in Thailand was implemented in two phases reflecting the programs proposed by the Thailand Productivity Institute (FTPI). “The FTPI had redesigned an APO program outline to fulfill the needs for consultancy and training services according to the latest study of the national strategic plan for the productivity movement in Thailand carried out by the FTPI,” FTPI Executive Director Dr. Phanit Laosirirat mentioned in a letter accompanying the project

proposal. Accordingly, the first phase, 12–16 October, dealt with basic and intermediate topics, while the second phase, 30 November–2 December, was devoted to advanced ones. Both phases were successfully conducted. As a follow-up, the FTPI is planning to establish a community of practitioners so that updates on new productivity tools and concepts can be reported to the community directly.

Through these programs, 166 professionals from six countries were trained in 2009 and they are expected to apply their acquired skills and knowledge in advisory and training services for multiplier effects. Based on the positive feedback received from NPOs, this program is being continued in 2010. It will focus on the development of productivity practitioners through training in productivity and quality tools and techniques. However, it will be also expanded to cover specific subject areas of relevance to NPOs based on member country needs.

“It is our hope that more NPOs will utilize this program to upgrade the skills of their professional staff in current areas of work or help them acquire new skills to apply in the near future,” stated Miyakawa. The APO believes that this program will empower NPOs to lead the productivity movement in their countries and make greater contributions to the development of industry and society.

The GPAC stands for Japanese corporate eco-leadership

The Green Productivity Advisory Committee (GPAC) is a unique network, which links private corporations to an international organization to promote a sustainable society in Asia,” wrote President and CEO Setsuhiro Shimomura, Mitsubishi Electric Corporation, and former GPAC Chairperson, in opening remarks for the 8th annual GPAC meeting in Tokyo, 12 February. Dr. Toshiaki Yoshizumi delivered the remarks in lieu of Chairperson Shimomura. Established by the APO in 2003 with high-level representatives from over 60 Japanese corporations with environmental expertise, the GPAC has played a critical role in the APO’s Green Productivity (GP) Program. The annual meeting reviews the progress of ongoing GP initiatives and plans the Eco-products International Fairs (EPIFs) and *Eco-products Directory*.


The 2010 meeting elected a new board chaired by Teisuke Kitayama, Sumitomo Mitsui Banking Corporation chairman. Chairperson Kitayama reported on the EPIF 2009 in the Philippines and its contribution to the domestic eco-movement. Chairperson Kitayama chaired the Preparatory Committee for the 2009 and 2010 EPIFs. Four of the five vice-chairpersons were also newly appointed including Representative Executive Officer, President, and Chief Operating Officer Yukio Yanase, Orix Corporation; President and Chief Executive Officer Hajime Bada, JFE Steel Corporation; Executive Vice President and Chief Technology Officer Takashi Yamagishi, Teijin Limited; and President Tsuneaki Taniguchi, Japan Productivity Center. The number of vice chairs increased from three to five as interest in GP in the private sector expanded.

Final preparations for the EPIF 2010 and planning for the 2011 fair were described.



Chairperson Kitayama (center) chairing the 8th GPAC meeting

After thanking GPAC members for support in organizing the 2010 fair, Vice Chairperson of the Indonesian Chamber of Commerce and Industry Rachmat Gobel noted that, “This will be the first big eco-related event held in Indonesia since the financial crisis and will contribute to the revitalization of the economy.” Director General, National Productivity Council, and Additional Secretary, Government of India, N.C. Vasudevan, IAS, conveyed the Indian government’s commitment to hosting the EPIF 2011 and sought GPAC assistance.

In closing, APO Secretary-General Shigeo Takenaka expressed gratitude for GPAC support for the EPIFs and *Eco-products Directory*. He also listed tangible results of EPIFs in previous host countries: green purchasing networks established in Malaysia, Thailand, and Vietnam; an eco-labeling system in Singapore; and a local eco-products exhibition to be held in October this year in Malaysia. “I hope that the sixth and seventh EPIFs will also produce significant results,” stated Secretary-General Takenaka. 

Participatory irrigation management for enhancing agricultural water productivity

Without water, there can be no agriculture, in particular sustainable agriculture,” asserted Pakistan Soil and Water Management Specialist Dr. M.S. Shafique, one of three APO experts for the recent workshop on the Participatory Approach to Water Resources Management in Agriculture: Participatory Irrigation Management (PIM), IR Iran, 23–28 January 2010. PIM, an irrigation management system involving the irrigation users or farmers in all aspects at all levels, has been adopted in many member countries as a means of increasing the water productivity of irrigation systems. The six-day workshop sought to assess the recent developments in the implementation of PIM in member countries, especially those with elaborate irrigation systems. It also sought to identify the issues in and impediments to the wider adoption of PIM so that action plans could be formulated to address them. The Iranian Ministry of Jihad-e-Agriculture and National Iranian Productivity Center implemented the workshop.


In his lead presentations, Dr. Shafique spoke on the issues and options in managing water resources in terms of sustainable agriculture in the Asia-Pacific region, including the various models of PIM. When emphasizing the need to build the capacity of grassroots-level organizations, he mentioned water users’ associations (WUAs) as being the key players in sustainable water management.

The importance of WUAs was also highlighted by Hasan Ozulu, head of the Turkey Chapter for the International Network on Participatory Irrigation Management. Ozulu presented Turkey’s successful transfer of irrigation management from the government to water users. This was made possible by the existence of an elaborate rural infrastructure at the grassroots level. “Where producers have

more authority and responsibilities for water management, transparency can improve pricing, cost recovery, and performance of the irrigation system,” he remarked. Three other experts shared their views and expertise on different aspects of PIM and cost-effective technologies for enhancing the productivity of agricultural water resources.



Study tour to the Qazvin Irrigation System

In addition to the experts’ presentations, the workshop consisted of 10 PIM country case studies presented by participants, an observational study tour to the Qazvin Irrigation System, and group discussions that produced a list of recommendations and action plans for promoting PIM in participating countries. The recommendations included adopting an integrated water management approach; establishing grassroots-level stakeholder (farmer)-centered water management; conducting fair, transparent elections for choosing farmers’ representatives to WUAs and other bodies; launching effective programs for the capacity building of WUAs or similar organizations; developing a sense of ownership of water management among farmers; and close coordination among all concerned ministries/agencies in planning, developing, and managing water resources. 

Program calendar

May

Thailand

Workshop on Best Practices of Logistics Management for Agribusiness: Consolidation and Distribution System for Agricultural Products, 17–21 May 2010.

► Objective: To review and assess the performance of current logistics management systems for agribusiness SMEs in member countries and formulate recommendations and action plans.

► Participants: Logistics professionals and managers in agribusiness engaged in planning, development, and management of agribusiness logistics for SMEs.

Vietnam

Training Course on Six Sigma Green Belt, 24–28 May 2010.

► Objectives: To develop Six Sigma Green Belts to lead and manage improvement efforts through actual project introduction focusing on service-sector enterprises.

► Participants: Selected participants who attended the APO e-learning course on the Six Sigma Green Belt and performed well, productivity consultants, Green Belts, and Six Sigma champions from the service sector.

e-Learning Course on Energy Efficiency in SMEs (via the Global Development Learning Network of the World Bank platform)

Phase 1: 17–20 May for Bangladesh, Lao PDR, Thailand, and Vietnam

Phase 2: 21–24 June for India, IR Iran, Nepal, Sri Lanka, and Pakistan

Phase 3: 12–15 July for Cambodia, Fiji, Indonesia, Malaysia, and Philippines

► Objectives: To train participants in the concept, principles, and fundamental elements of energy management.

► Participants: Energy professionals, industry managers especially from SMEs, energy manager/consultants, and energy auditors.

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.

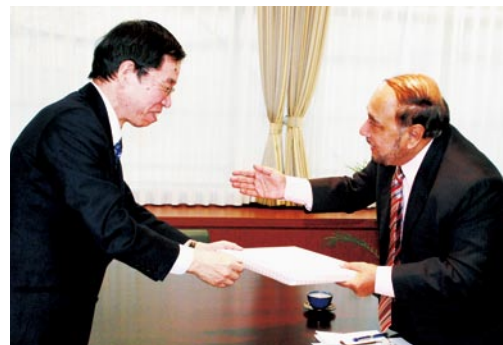
Malaysia to host 52nd GBM

The 52nd Session of the Governing Body Meeting (GBM) will be held in Kuala Lumpur, Malaysia, 20–22 April 2010. The Malaysia Productivity Corporation will host approximately 60 delegates comprised of APO directors and their advisers from 19 member countries, observers from various national agencies and international organizations, and APO Secretariat staff.

The Governing Body is the supreme organ of the APO, composed of one government-appointed director from each member country. It meets annually to elect the new APO chair and vice chairs; receive the Secretary-General's report and the auditor's financial report; formulate directions for the ensuing fiscal year's program; and approve the budget and financial guidelines. Some important agenda items for the 2010 GBM include determining the APO total membership contributions for the 2011–2012 biennium and electing a new APO Secretary-General who will assume the position from September this year.

The meeting will also act as a venue for exchanging ideas and views on regional productivity issues at the highest level. This year, the directors are invited to make a presentation on the theme of Review of the APO's Thrust and Subject Areas to enable the APO to remain relevant and effective in fulfilling its mission.

Bangladesh BCBN delegates visit Secretariat



Director Hussain (R) presenting a memento to Secretary-General Takenaka (L)

The mutual cooperation among national productivity organizations (NPOs) is a strength of the APO. NPOs share many similarities, although each has a unique structure and areas of expertise. This allows ample scope for NPOs to learn from each other under the APO umbrella for institutional strengthening. To nurture such beneficial interactions among NPOs, the APO sponsors the visits of high-level officials, policymakers, and opinion leaders from one member country to another under the Bilateral Cooperation Between NPOs (BCBN) scheme.

Bangladesh was a recent BCBN beneficiary. Three delegates visited the Development Academy of the Philippines (DAP) and Japan Productivity Center (JPC), 15–19 February, to collect ideas on productivity improvement plans. The DAP arranged meetings with senior managers and experts connected with the Philippine Quality Awards and others. The JPC gave presentations on the Japanese productivity movement and Japan Quality Awards. JPC President Tsuneaki Taniguchi welcomed the guests and shared views on NPOs' roles.

The delegates, led by APO Director for Bangladesh Dewan Zakir Hussain, Secretary, Ministry of Industries, visited the Secretariat on 18 February to meet Secretary-General Shigeo Takenaka and receive departmental briefings. Secretary-General Takenaka explained recent changes in the Japanese government and topics for discussion at the Governing Body Meeting. In response to his request for the support of Bangladesh, Director Hussain replied: "Member countries have benefited from the APO's work. Therefore there is no doubt that all of us will give our support to the APO."

APO/NPO Update

New APO Liaison Officer for Indonesia

The Secretariat was informed on 16 February 2010 that Mr. Kunjung Masehat, Director of Productivity, Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration, had been appointed new APO Liaison Officer for Indonesia, w.e.f. 1 October 2009.

New APO Director for Japan

Mr. Shiro Sadoshima, Director General, International Cooperation Bureau, Ministry of Foreign Affairs, Japan, was appointed new APO Director for Japan, w.e.f. 8 February 2010.



Spreading the word: MPC e-newsletter


Improving the visibility of the APO is part of an overall effort to share the benefits of its activities with as many stakeholders as possible. It is thus encouraging that many national productivity organizations (NPOs) have publicized APO projects hosted in their countries through various channels.

The recent issue of the *MPC International e-Newsletter* published by the Malaysia Productivity Corporation (MPC), the NPO of Malaysia, features an APO training course on the Development of Productivity Practitioners: Advanced Program, held in Malaysia, 2–20 November 2009. The entire issue was devoted to the training course. The newsletter includes the full text of the welcoming speech delivered by MPC Director General Mohd. Razali Hussain and the introductory remarks delivered by APO Secretary-General Shigeo Takenaka at the opening ceremony of the course. A brief summary of the contents of the course and participants' comments on it were also featured along with project photos of activities during the three-week course.

The e-newsletter is a collective effort of the MPC Publication House Division. The overall objective of this division is to position the MPC as the epicenter of knowledge in the area of productivity, quality, innovation, and competitiveness. It

is dedicated to the collection, consolidation, and dissemination of knowledge to industry players, the MPC's global partners, and the

public at large. To date, three issues of this newsletter have been produced and published. "The third issue is dedicated to detailing the APO training course on the Development of Productivity Practitioners: Advanced to enhance networking among APO participants and instill a sense of togetherness among all participants," explained Wan Ariff Wan Hussain, MPC Publication House.

The APO believes that this type of effort will create wider awareness of the APO and its endeavors as well as publicize the contributions of NPOs to the development of the Asia-Pacific region. The APO thanks the MPC for its efforts and hopes that more NPOs will undertake similar promotional activities on behalf of the APO and its projects. 



MPC Publication House staff

And the winners are


The 2009 December issue of the *APO News* featured a quiz as a bit of year-end fun. The questions concerned the major APO activities reported in 2009. Of the 81 entries, 43 had 100% correct answers (answers are available on the APO Web site at www.apo-tokyo.org). To select the prizewinners, APO Secretariat staff conducted a lucky draw. We would like to congratulate all the winners, who will receive their prizes soon. We also thank everyone who took part in the quiz and responded to our survey with suggestions for improvement and comments on APO publications.

Winners of APO T-shirts and eco-bags

Md. Khaleduzzaman (Bangladesh)	Urantsetseg. Lh (Mongolia)
Ashok Sharma (India)	Bindra Devi Shakya (Nepal)
B. Prabhakar (India)	Deepankar Udaya (Nepal)
Inder Singh Naruka (India)	Indira Keshari Tuladhar (Nepal)
Kalathur Srinivasan (India)	S. Irshad Hussain Bokhari (Pakistan)
S.A. Khader (India)	Muhammad Arif Goheer (Pakistan)
Rajaumbang Saragih (Indonesia)	Aileen A. Ricohermoso (Philippines)
Satrio Noegroho (Indonesia)	L. Lanka Namalie (Sri Lanka)
Yap Yun Fung (Malaysia)	Chanwit Kiatdachawit (Thailand)
Batjargal Danaa (Mongolia)	Warut Wongwattanaset (Thailand)

South American delegates visit Secretariat

An eight-member delegation from Argentina, Chile, Paraguay, and Venezuela visited the APO Secretariat on 5 February 2010 to learn about the organization and activities of the APO. The delegation was in Japan for the training course on Practical Production Management: Theory and Practice on Productivity Improvement for South America, organized by the Japan International Cooperation Agency.

Secretariat Information Officer Sunju Lee gave an introductory presentation on the history, programs, and activities of the APO. Her presentation emphasized the close cooperative network between the Secretariat and NPOs of member countries in the preparation and implementation of APO projects. The South Americans, from national institutes in charge of production and quality improvement in their countries, showed intense interest in APO projects, especially the International Cooperation Program. 



South American delegates at the Secretariat