



## GP in Edible Oil Industry in India

In response to Agenda 21 of the 1992 UN Rio Earth Summit, the APO launched its Green Productivity (GP) Program as a strategy for integrating productivity enhancement with environmental protection in its member countries. GP activities take the form of awareness generation, dissemination of GP know-how, and sponsoring of demonstration projects in industries, farms, and communities to serve as GP models for others to emulate. In November 2000, the APO in collaboration with the National Productivity Council (NPC) of India sponsored a GP demonstration project in the edible oil sector of the Indian economy.

India is the fourth-largest oilseed producing country in the world, after the USA, China, and Brazil, with a harvest of about 25 million tons of oilseeds per annum. The edible oil sector is important to the Indian economy as it provides job to millions of people, achieves an average domestic turnover of about US\$10 billion per annum, and earns foreign exchange amounting to US\$90 million per annum. Soybean is the third largest oilseed crop in India next to groundnut and mustard, and accounts for 25% of the annual total oilseeds and about 10% of total vegetable oils produced in the country. The minus side of the equation is that edible oil processing is one of the most polluting industries in India. It generates substantial water pollutants, toxic gases, and solid waste.



APO and NPC experts doing on-site inspection

With the objective of enhancing productivity and encouraging good environmental protection practices in the edible oil sector of India, M/s. Rama Phosphate Ltd. (Oil Division), a soy oil processing company in Indore, India, was selected to participate in the APO GP Demonstration Program. Established in 1993, the company has 150 employees, an annual turnover of US\$20 million, and a production capacity of 500 tons/day of soy processing, 500 tons/day of solvent extraction, and 100 tons/day of oil

(Continued on page 5)

Volume 32 Number 4  
April 2002

“To keep ahead, each one of us, no matter what our task, must search for new and better methods — for even that which we now do well must be done better tomorrow.”

James F. Bell

### INSIDE

- 2....p-Watch-USA
- 3....The Secretary-General's Schedule
- 4....New APO Publications
- 4....Common Sense Talk
- 5....Integrating Agricultural Research and Extension
- 5....New Director in APO Secretariat
- 6....e-Biz Global Sourcing
- 6....Promoting APO Books
- 7....APO/NPO Update
- 7....p-Experts
- 7....Program Calendar
- 8....Productivity Data Experts Begin Work in Earnest
- 8....e-Learning: The Future Is Here

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



Printed on Recycled Paper



## The US Economy: The Good Amid the Bad

**T**ragedy and bad economic news have flowed across the American landscape. In addition to the human suffering, the September 11th attacks are estimated to have cost the US about 1.8 million jobs by the end of 2002. Of these, 760,000 were directly related to the events of September, primarily affecting the areas of travel and tourism. It is calculated that air transportation will account for 20 percent of the job loss. Already United Airlines lost a record \$2.01 billion in 2001 and passenger traffic was down 20 percent.

**“Recent tragic events and the recession have hurt the most vulnerable sector of the US working population - the young and less educated.”**

The impact is not confined to US air carriers; British Airways has announced 5,800 job cuts on top of 7,200 previously announced. This amounts to a 23 percent cut in jobs since August of last year. Other areas of the economy are also struggling. Ford Motor Company plans to eliminate 35,000 jobs and close five manufacturing plants. Ford lost \$692 million in the third quarter of 2001. Chrysler plans to cut 25,000 jobs. The poor performance of the American economy has adversely affected US homeowners as well. Mortgage delinquencies rose to 4.8 percent, the highest level in ten years. Technology news is also glum. Three high-flying technology companies mentioned previously in this column have seen their stock values plummet. CMGI fell from a high of \$320 per share to \$1.30; Akamai from \$326 to \$3.92; and Sycamore Networks from \$184 to \$3.60. Even the charitable Salvation Army has begun to say no to the huge give-away

of office furniture by failing dot.com companies, citing lack of storage space. The \$700 ergonomic executive chairs do not suit American living room decor.

The collapse of Enron has added to the nation's economic woes. Americans have traditionally been skeptical of the altruism of the business elite, but the hoodwinking behavior of Enron executives has reached new lows in malfeasance. Other major US companies are under criticism for actions contrary to the interests of employees and investors. Americans have cast their vote on these most recent transgressions of trust: 80 percent of Americans surveyed in a recent Business Week/Harris poll claim they have “only some or hardly any” confidence in corporate America. Seventy-nine percent believe that large US company executives put their own interest before that of workers' and investors'.

Recent tragic events and the recession have hurt the most vulnerable sector of the US working population - the young and less educated. Employees with a high school diploma or less, who constitute about forty percent of all workers, accounted for ninety percent of the approximately 1.4 million jobs lost to date. Young adults 16 to 24 years old have also borne the brunt of the current economic downturn. Over the past twelve months, the employment gains made by this group over the past ten years of strong growth have disappeared, leaving one million previously employed youth without jobs.

So where is the good news in all of this? Surprise of surprises, the good news is productivity. After a brief lapse in productivity gains earlier in 2001, the fourth quarter saw a 3.5 percent rise. This dramatic gain translates into a 2.3 percent rise in productivity for the last three quarters of 2001. Economists have heralded this produc-

tivity performance in a time of recession as unprecedented, phenomenal, remarkable, and amazing. It is all of that and also affords us a look into the future of work.

**“Another glimpse into the workplace conveys a tough, competitive environment where pay is more strictly set to performance.”**

First we are introduced to the concept of a “jobless recovery.” In other words, the economy recovers its productive capacity without needing to add employees. Companies are able to produce goods and provide services at a profit with fewer workers and, it appears, at lower wages and benefits, at least for the bottom echelon of employees. This reflects a growing bifurcation of the workforce where workers are divided into two groups, permanent and contingent. This has been labeled a “flexible” work force. Companies that have learned to manage this flexibility to their advantage have remained profitable in the recent downturn. At risk are the contingent or temporary workers who have absorbed 30 percent of the current job loss. Those who have remained employed have seen their wages fall 9 percent over the past twelve months. Contingent workers now comprise 4 percent of the work force.

Another glimpse into the workplace conveys a tough, competitive environment where pay is more strictly set to performance. Performance software is being developed that monitors individual employee productivity, and the employee is then rewarded accordingly. Many workers, especially managerial and technical staff, are likely to find this careful tracking of employee productivity intrusive. On the other

..... by Michael Manson



hand, it is clear from the bankruptcy setbacks of Enron, Polaroid, and Kmart that companies are under severe pressure just to survive.

While companies are pushing employees to maximize productivity, they are also reducing fixed salaries and benefits. Employees are finding their compensation tied to the profit of the company in the form of bonuses and stock options. This was something workers relished in the boom days when company profits and venture capital were sky high, making lucky employees comfortably rich. Now employees pine for the days when compensation was in the form of a fixed salary. What was the best of worlds in a strong, expanding economy and tight labor market has turned into an employee's worst nightmare. Stock options have become worthless, and bonuses and perks have disappeared. One-third of large US companies are reducing or delaying pay raises. Company contributions to health plans and pensions are being reduced or eliminated, offsetting the value of any pay hikes. Contract workers are seeing a 30 percent drop in compensation as they bargain new deals with employers.

These cost-saving measures, coupled with judicious investment in technology, have allowed the more nimble companies to increase productivity with lower costs, a formula that should result in a stronger US economy. European business leaders have been petitioning their governments to liberalize labor laws and implement pension reforms in the hope of duplicating the strong US productivity showing. One important question remains, however. To what extent will productivity continue to increase in an excessively unpredictable, unforgiving, and pervasively competitive environment before quality of life considerations force a retreat? 🌀

*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. Mr. 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, and a regular contributor to this column.*

## From the SECRETARY-GENERAL'S Schedule

### March/April 2002

*26 March*

Attended a seminar on US Policy in Tokyo organized by the Japan Center for International Exchange. Several members of the US Senate and the US House of Representatives spoke at the seminar, which focused on the US domestic political and economic situations and its foreign policies.

*29 March*

Attended a meeting of the Board of Directors of Asia Japan Alumni International. Mr. Tajima is a member of the Board.

*11 April*

Received H.E. Mr. Rishi Ram, Ambassador of Fiji to Japan, who paid a courtesy call on the Secretary-General.



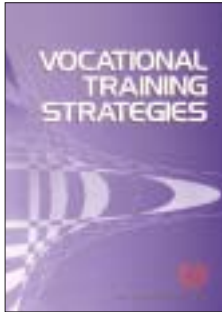
*Mr. Takashi Tajima and Mr. Rishi Ram (R)*

*17 April*

Attended the closing session of the APO Seminar on Non-Pesticide Methods for Controlling Diseases and Insect Pests held in Tokyo, Japan, from 10 to 17 April. Mr. Tajima presented certificates of completion to the participants.



Visit the APO Web site  
<http://www.apo-tokyo.org>  
For updated information on  
APO activities.



### VOCATIONAL TRAINING STRATEGIES

APO 228 pp. March 2002

A constant updating of vocational training strategies is of the utmost importance to maximize the potentials of a workforce. This is particularly the case today as rapid technological development and economic globalization are putting tremendous demands on managers and workers to continuously absorb and apply new knowledge and to obtain new skills. Under this circumstance, vocational training will have to respond properly to the needs of industry. It is therefore crucial to develop a comprehensive infrastructure to provide timely vocational training.

Against this background, the APO organized a symposium on Vocational Training Strategy in Seoul, Republic of Korea, in February 2001. The objective was for APO member countries to share and exchange information and experience on vocational training, and to suggest appropriate policies at both national and corporate levels. This publication is a report on the proceedings of the meeting, and includes the five resource papers and the 19 country papers presented at the meeting. It is a useful reference text for those involved in vocational training for it provides timely information on: 1) vocational training strategy options, 2) vocational training and economic restructuring, 3) training in an age of digitalization, and 4) numerous country case reports.



### ENHANCING PRODUCTIVITY, COMPETITIVENESS AND QUALITY OF JOBS

The Asian Experience

APO 231 pp. March 2002

Enhancing productivity, competitiveness and quality of jobs was the theme of the APO's Basic Research X. This two-year study was undertaken in collaboration with the International Labour Organization. Its objective was to focus attention on a often neglected issue: labor welfare. Labor plays a critical role in a corporation's innovation program to enhance its competitiveness. Yet there is little concern about the possible impact a firm's incessant pursuit of competitiveness might have on labor.

This book provides an integrated summary of the findings of the basic research, and the reports of the 13 member countries which took part. The reports covered the following industries: palm oil (Indonesia), garments (Bangladesh, Fiji, and Nepal), textiles (Iran and Vietnam), automotive (Malaysia and the Philippines), electronics and semiconductor (Republic of Korea, Singapore, and Republic of China), banking (Japan), and plastics (Thailand).

It became apparent from the study that the successful firms were competitive without having to sacrifice workers' welfare. Their strategies are actually anchored on raising the productivity of the organization, which is possible only if workers are content with their jobs. It implies that enhancing the quality of jobs is essential to a firm's pursuit of competitiveness.

For order and inquiry on APO publications and videos, please contact the Information and Public Relations Department, Asian Productivity Organization, Hirakawa-cho Dai-ichi Seimei Bldg. 2F, 1-2-10 Hirakawa-cho, Chiyoda-ku, Tokyo 102-0093, Japan. Phone number: (81-3) 5226-3927, Fax: (81-3) 5226-3957, E-mail: [ipr@apo-tokyo.org](mailto:ipr@apo-tokyo.org)

## COMMON SENSE TALK



"Put a good person in a bad system and the bad system wins, no contest."

*W. Edwards Deming*

"An investment in knowledge pays the best return."

*Benjamin Franklin*

"The rewards in business go to the man who does something with an idea."

*William Benton*

"The principal mark of genius is not perfection but originality, the opening of new frontiers."

*Arthur Koestler*

"No one can have too much experience in any line of endeavor."

*George M. Adams*

"Knowledge doesn't pay — it is what you do with it."

*Arnold Glasow*

"There is no future in any job. The future lies in the man who holds the job."

*George Crane*

"The most successful business man is the man who holds onto the old just as long as it is good and grabs the new just as soon as it is better."

*Robert P. Vanderpoel*

"Being easy-going when you have a goal to reach seldom makes the going easy."

*Frank Tyger*

"To keep ahead, each one of us, no matter what our task, must search for new and better methods — for even that which we now do well must be done better tomorrow."

*James F. Bell*

"A leader has two important characteristics; first, he is going somewhere; second, he is able to persuade other people to go with him."

*Maximilien F. Robespierre*

## Integrating Agricultural Research and Extension

**R**esearch and extension play important roles in technology transfer, a matter of vital importance for enhancing agricultural productivity. It is essential that these two support services be integrated properly if the technology transfer process is to be effective. In many instances, however, research and extension activities are undertaken by different institutions with little coordination. For this reason, there has long been a felt need for an integrated agricultural research and extension system to enhance farm productivity further.

To review recent developments in agricultural research and extension in member countries and to seek ways of integrating them for more efficient dissemination of improved farming technologies and practices, the APO organized a study meeting on "Integration of Agricultural Research and Extension" in Manila, the Philippines, 18-22 March 2002. The program was implemented by the Productivity and Development Center of the Development Academy of the Philippines. Sixteen participants from 13 member countries took part.

The meeting had five resource persons who spoke on: 1) Recent developments in agricultural research and extension in Asia and the Pacific; 2) Organization linkages in agricultural research and extension; 3) Human resources development in research and extension in agriculture; 4) Mechanisms for transfer of technology among countries in Asia and the Pacific; and 5) Effective networking of research and extension through information technology. For their field studies, the participants visited research and extension institutions in Los Baños, Laguna, and Lipa City, Batangas Province.

At the close of the study meeting, the participants recommended the following: 1) There is a need to move toward a farmer-centered research-extension system that is demand-driven rather than supply-driven, with a "bottom-up" approach rather than a "top-down" one. 2) Operational/functional research-

extension integration should focus on the district/municipal level rather than the national level. 3) Efforts by local governments should be supported by the national government, financially as well as technically. 4) In the context of trade liberalization and economic globalization, a multi-agency extension system should be promoted. 5) It is necessary to reduce the gap between the technologies available and those actually adopted by farmers. ☺

### New Director in APO Secretariat



As of 1 April 2002, the APO Secretariat has a new Director for its Agriculture Department, Mr. Kunio Tsubota. He succeeded Mr. Teruo Miyake upon his retirement.

Mr. Tsubota has a long and distinguished career with the Ministry of Agriculture, Fishery and Forestry (MAFF) of Japan. Among the positions he held were Assistant Director of the International Cooperation Division, Economist in the Economic Assessment Division, and Director of the International Project Management and Information Division in MAFF's Japan International Research Center for Agricultural Sciences. He also served in a number of international organizations, including the UN Food and Agriculture Organization, OECD, World Bank, and Asian Development Bank. Prior to joining the APO, Mr. Tsubota was Chief of the FAO's Comparative Agriculture Development Service.

Mr. Tsubota graduated from the Kyushu University of Japan with a Master's in Agricultural Economics. He is married with three children.

### GP in Edible Oil Industry . . . . . (Continued from page 1)

refining. It also produces by-products like de-oiled cake and acid oil.

GP tools and techniques like eco-mapping, concentration diagrams, control charts, fish-bone diagrams, and brainstorming were used to identify problem areas. Some of the major ones were hexane and oil losses. During the implementation of the project, the GP team that provided technical assistance to Rama Phosphate noticed that steam generation and supply to various operations were inadequate. As a first measure, efforts were made to increase boiler efficiency from 60% to 80% and to recover waste heat from flue gases. One outcome was that coal consumption fell by 1350 tons/year. This has not only resulted in economic gains to the company but in: 1) reduction in green house gases (GHG) emissions by 2025 tons/year; and 2) reduction in hexane and oil losses of 13% and 20%, respectively.

By means of brainstorming, top management and steering committee members generated a total of 36 GP options as possible solutions to the problems identified.

Eighteen were accepted for implementation after passing a stringent evaluation of technical feasibility, economic viability and environmental acceptability. The management invested about US\$425,500.00 to implement the 18 options; the payback period in savings made and higher productivity attained was estimated to take 15 months. By January this year, Rama Phosphate had achieved an overall productivity increase of 20%. In addition, it went on to attain ISO 14001 certification and to receive the Soybean Processors Association (SOPA) of India best sales in market award for two years running.

As a follow-up to this project, the National Productivity Council of India, in collaboration with the APO and SOPA, will disseminate the experience of Rama Phosphate to the edible oil industry in the country and to develop benchmarks and best practices in soybean processing. ☺

# e-Biz Global Sourcing

**A**s a part of its continuing drive to promote the use of information and communication technologies for enhancing productivity and improving the quality of life, the APO organized a symposium on Global Sourcing through Electronic Commerce in Seoul, Republic of Korea, 12-15 March 2002. The meeting was inaugurated by the Chairman and CEO of the Korean Productivity Center, Mr. Hee-Beom Lee. He is also the APO Director for the Republic of Korea.

The symposium discussed the various ways in which business corporations in APO member countries could improve their productivity and competitiveness through e-commerce. It also identified a number of issues and pitfalls that may hinder its effectiveness.

Global sourcing of parts and materials through e-commerce is a new strategic option for many companies in Asia and the Pacific. The meeting noted that Asian-based global sourcing dot.com enterprises fulfill two important functions, namely, 1) serving as e-gateways or focal points through which enterprises could conduct e-business with the global market; and 2) providing an e-platform or third-party e-market through which buyers and sellers could interact. At present, the number of Asian-based companies providing such services is quite small.

Among the benefits e-commerce brings to a business are the possibility

of obtaining foreign currencies, reducing the cost of doing business, and faster processing of transactions, to name only a few. As confidence in e-commerce increases, its usage is expected to expand rapidly. Some APO member countries, however, may not be able to reap the full benefits of e-commerce immediately because of constraints like slow and insufficient infrastructure development, inadequate legal and security provisions, low level of Internet penetration among the general population, restrictive financial regulations, and limited access to or use of credit cards.

To harness the benefits of global sourcing through e-commerce fully, symposium participants suggested the following measures to be undertaken by the government:

- 1) Give development of IT high-priority status;
- 2) Enact appropriate laws, rules, and regulations to ensure the security of e-transactions;
- 3) Develop standards for conducting e-commerce; and
- 4) Prepare all stakeholders for an early, competitive start in embarking on e-commerce. 🌀

## Promoting APO Books

The APO has an extensive publication program covering reports of basic research studies and surveys, proceedings of symposia, study meetings, and seminars, and original works in English as well as English translations of carefully selected Japanese titles in the fields of management, engineering, and technology. In early April, APO books were simultaneously promoted at two separate venues located half the world away from each other. The first was at the annual meeting of the Association for Asian Studies (AAS) held in Washington, D.C., USA, 4-7 April 2002, and the second was at the National Book Fair in Bangkok, 28 March-8 April 2002.

The two occasions were made possible by the generous goodwill of Japan Echo Inc. (at the AAS exhibition) and the Thailand Productivity Institute (FTPI). Both organizations allocated space in their promotional booths for the display of APO books. Japan Echo Inc. is the publisher of *Japan Echo*, a bimonthly journal of informed opinion on a wide range of topics of current interest within Japan (URL: [www.japanecho.co.jp](http://www.japanecho.co.jp)). FTPI, the national productivity organization of Thailand located in Bangkok (URL: [www.ftpi.or.th](http://www.ftpi.or.th)), provides training and consultancy services on productivity-related subjects. It is also the distributor of APO books in Thailand.





# p-Experts Deputed by APO

## FIJI

**Mr. Tan Song Chuan**, President/CEO, International Trade Institute of Singapore, was deputed to make presentations at the TOPEX 2002 and Public Service Commission Workshop, as well as to the Cabinet Investment Sub-Committees on Experience of Managing Competitiveness, 4-8 March 2002.

## INDIA

**Mr. Shuichi Yoshida**, President, GTR Institute International, Japan, and **Mr. Takeyuki Furuhashi**, Principal Management Consultant, Central Japan Industries Association (ChuSanRen), were deputed to provide consultancy services and to conduct a workshop on Manufacturing Strategies for Competitive Advantages, 25 February-1 March 2002.

**Mr. Kiyoji Suzuki**, Consulting Engineer, Japan, was deputed to render technical expert services in the Green Productivity Demonstration Project at M/s. Rama Phosphate Ltd., 25 February-1 March 2002.

**Mr. Cornelis Sonneveld**, Managing Director, Alesun Food Technology, the Netherlands, **Ms Sandra Keller**, Managing Interquality Unit, Intertrading Ltd., Republic of South Africa, and **Ms Maria Rozpendska**, Quality Assurance and Product Development Manager, Kotlin Sp. z o.o., Poland, were deputed to serve as resource speakers in the Study Meeting on Quality Enhancement in Small and Medium Food Processing Enterprises through HACCP, 26 February-4 March 2002.

## INDONESIA

**Mr. Masahisa Mizumoto**, Senior Management Consultant, ChuSanRen, Japan, was deputed to conduct a follow-up program on Demo Project of Quick Response Management, 4-14 March 2002.

## MALAYSIA

The following eight persons were deputed to render technical expert ser-

vices for the Practicum Workshop for Trainers/Consultants on Green Productivity: **Dr. Leong Yueh Kwong**, Director, Socio-Economic & Environmental Research Institute, c/o IRRI, Philippines, **Dr. Goh Ban Lee**, Senior Research Fellow, Institute Sultan Iskandar, Universiti Teknologi Malaysia, **Mr. Mah Lok Abdullah**, Director General, National Productivity Corporation, Malaysia, **Dr. Atsushi Inaba**, Director, Research Center for Life Cycle Assessment, AIST, Japan, **Mr. Teoh Cheng Hai**, Managing Consultant, JM Juran Sdn. Bhd., Malaysia, **Prof. Tay Joo Hwa**, Director, Environmental Engineering Research Centre, School of Civil & Structural Engineering, Nanyang Technological University, Singapore, **Mr. Lee Liyau Loo**, Director, Envirolink, Malaysia, and **Mr. Mohan Patil**, Deputy Director, Environment Division, National Productivity Council, India.

## PHILIPPINES

**Dato' Paduka Kalsom Abd. Rahman**, Deputy Secretary-General, Ministry of International Trade and Industry, Malaysia, was deputed to present a paper on Strategic Planning for National Productivity Improvement: Malaysian Experience, and to serve as a resource speaker-cum-discussant in the Planning Workshop of the Philippine Council for Productivity, 27-28 February 2002.

**Mr. Shigeru Inami**, Inami Engineering Office, Japan, was deputed to render technical expert services in the Green Productivity Demonstration Program at Jo Na's International Philippines Ltd., 4-8 March 2002.

**Mr. Tan Kim Leng**, Managing Director, Knowledge Driver Asia Pte. Ltd., Singapore, was deputed to conduct a seminar and a workshop on Knowledge Management for Productivity, 11-15 March 2002.

**Dr. Rita Sharma**, Joint Secretary & Extension Commissioner, Ministry of Agriculture, India, and **Dr. Md. Motlubor Rahman**, ISNAR Regional Representative in Asia and the Pacific c/o IRRI, Philippines, were deputed to serve as resource speakers in the Study Meeting on Integration of Agricultural Research and Extension, 18-22 March 2002.

**Mr. Kelvin Chan, Director**, Teian Consulting International Pte., Ltd., Singapore, was deputed to provide consultancy/advisory services, and to conduct a conference on Productivity and Quality Improvement in Garment Industry, 18-22 March 2002.

## THAILAND

**Dr. Suporn Kootatep**, Associate Professor, Faculty of Engineering, Chiang Mai University, Thailand, was deputed to render technical expert services in the Workshop on "Environmental Management: Enhancing Enterprises Competitiveness through Green Productivity" under the Green Productivity Promotion Mission, 7-8 March 2002.

## VIETNAM

**Prof. Voratas Kachitvichyanukul**, Associate Professor, Industrial Systems Engineering Program, School of Advanced Technologies, Asian Institute of Technology, Thailand, was deputed to serve as the Chief Faculty for the second phase of the Module III of the Training Program on Software Development for Enterprise Resources Planning System, 25 February-1 March 2002.

**Mr. Tan Wee Lee**, Principal Consultant, Simplicity Focus Consultants, Singapore, was deputed to conduct training/seminar and provide consultancy services on SA 8000, 11-16 March 2002.

## Program Calendar

### Republic of China

Workshop on Metal Heat Treatment, 8-12 July 2002.

Seminar on IT Application for Logistics Management Systems, 17-24 September 2002.

Workshop on GP and Hazardous Waste Management, 28 October-1 November 2002.

### India

Workshop on Green Energy for Green Productivity, 22-26 July 2002.

Study Meeting on Application of Information Technology for Effective Agricultural Extension, 20-26 August 2002.

### Indonesia

Multi-country Study Mission on the Textile Industry, 22-27 July 2002.

Workshop on Green Productivity with Special Focus on Occupational Health and Safety, 5-9 August 2002.

Symposium on the Internet for Public Services, 26-30 August 2002.

Seminar on Implementation of ISO 9001:2000, 14-18 October 2002.

### Islamic Republic of Iran

Seminar on Resource Management and Development Planning for Community Development, 3-8 August 2002.

Study Meeting on Sustainable Watershed Development, 12-17 October 2002.

### Japan

Seminar on Value-Added Analysis and Corporate Management for SMEs, 22-27 July 2002.

Symposium on Impact of Trade Liberalization on Agricultural Producers and Rural Poor, 25 September-1 October 2002.

### Republic of Korea

Symposium on Corporate Strategic Alliances, 8-11 October 2002.

### Malaysia

Seminar on Productivity Measurement in the Service Sector, 12-16 August 2002.

### Mongolia

Seminar on Human Resources Development (HRD) for Small & Medium Enterprises (SMEs), 29 July-2 August 2002.

### Nepal

Seminar on Small Industry Development for Small, Cottage, and Informal Industries, 24-28 June 2002.

### Philippines

Development of Productivity Specialists, 22 July-9 August 2002.

International Conference on Green Productivity, 9-11 December 2002.

### Singapore

ISO 9001:2000 Auditors' Course, 15-19 July 2002.

Study Meeting on the Transition from Quality Circles to Knowledge and Innovation Circles, 24-27 September 2002.

### Thailand

Symposium on the Role of NGOs in Integrated Local Community Development, 2-6 September 2002.

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

## APO/NPO Update

### New APO Liaison Officer for Singapore

**Mr. Wong Wai Meng**, Director, International Relations Department, Standards, Productivity and Innovation Board (SPRING), Singapore, has been appointed the APO Liaison Officer for Singapore with effect from 1 April 2002 in place of Mr. Low Hock Meng.

### Fiji telephones have seven-digit numbers

As from 25 March 2002, the contact numbers of the National Productivity Board, Fiji National Training Council, have been amended by adding a '3' to the front of the numbers as follow:  
Phone: (679)3392000; Fax: (679)3340184

## Productivity Data Experts Begin Work in Earnest

**O**n 8-9 April 2002, 13 national experts from APO member countries, led by a chief expert, met in Bangkok, Thailand, to consider ways to improve the 2002 edition of *APO Asia-Pacific Productivity Data and Analysis*. They were joined by three staff members from the APO Secretariat. Four national experts were unable to attend the meeting for various reasons. In a written statement to the experts, APO Secretary-General Takashi Tajima said that the APO and he personally regarded the *APO Asia-Pacific Productivity Data and Analysis* publication as very important. He stressed that the framework of the study, the methodology adopted for data collection, the rationale for the selection of the indicators and their classifications, including their definitions, and the formulae for the computation of various selected ratios should all be clearly spelled out so that even a layperson could understand their significance and meaning. He added that there was a need to take a

fresh look at the indicators to: 1) expand their range; 2) determine those where both absolute and relative data need to be collected; 3) rearrange them for better sequencing; and 4) modify their classifications to give them more relevance. In the analysis of the data for each country, an essential element to be included is suggestions for policy or strategy formulation, said Mr. Tajima.

After two days of intensive deliberations, the experts formulated 64 indicators for which data are to be collected and analyzed. These are divided into the eight categories of Productivity, National Economy, Green Productivity, People, Management and Innovation, Trade and Investment, Infrastructure, and Information Technology. This is an expansion in scope from the previous 42 indicators in six categories. The APO hopes to bring out the 2002 edition before the year is out. 🌐



Experts' meeting in progress

## e-Learning: The Future Is Here

**e**-learning is a future phenomenon whose time has come; we are witnessing its beginnings today. The expectation is that it will revolutionize the way training and education are designed, delivered, and accessed. "The biggest growth in the Internet, and the area that will prove to be one of the biggest agents of change, will be online training, or e-learning," said John Chambers, CEO of Cisco, the foremost information technology provider today. As the American Society for Quality describes it, e-learning is Web-based courses taken over the Internet. Some courses are designed to be completed with the guidance of an instructor, while others can be completed on your own time, at your own pace, from anywhere you have Internet access, and right when you want it. The potential of e-learning is so vast that it is generating lots of excitement.

To help its member countries, particularly the national productivity organizations (NPOs), to understand and harness this new training methodology that holds great promise for enhancing productivity, the APO organized on 25-29 March 2002 a seminar on Multimedia for Productivity Promotion and Enhancement, in the Republic of China, with special emphasis on e-learning. The NPOs were given special consideration for this program as they are users of technology for providing management and vocational training, as well as promoters of new technology

to enterprises to enhance their training programs. A few NPOs have set up e-learning units. Moreover, a fundamental mission of the APO is the development of the professional capabilities of NPOs. Of the 16 participants from 11 member countries in the program, two-thirds were NPO staff members. Apart from learning from the experience and know-how of the host country, the participants were also briefed on the Australian initiative by an expert from the Australian Open Training and Education Network, Mr. Graeme Dobbs. 🌐



Some participants examining a model e-learning site on the Internet. Standing in the background is Mr. Graeme Dobbs