



# APO *news*

## Bali rolls out red carpet for WSM

*The world-renowned Indonesian resort island of Bali played host to the 47th Workshop Meeting of Heads of NPOs (WSM), 6–8 March 2007. Sixty-seven delegates, advisers, and observers from 21 countries and three international organizations arrived to the welcome of a warm tropical climate, fragrant sea breezes, and friendly people. Indonesian Minister for Manpower and Transmigration Erman Suparno inaugurated the meeting. Also on hand to welcome the visitors were Bali Vice Governor Kusuma Kalakan and APO Director for Indonesia Besar Setyoko. Despite the idyllic setting, the delegates worked hard to bring the meeting to a successful conclusion. APO Secretary-General Shigeo Takenaka declared it the best in recent years.*

**T**he 47th WSM opened resoundingly when Minister Erman Suparno struck a Balinese ceremonial gong three times after declaring it officially in session. In his inaugural address, Minister Erman pronounced the APO to be the best productivity organization in the world. Since its establishment, much valuable information on productivity promotion, improvement, and maintenance have been made available to its member countries for achieving greater competitiveness and higher economic growth. That it was extending its services to Africa was an indication of its progressiveness, the Minister added. He further said that the WSM allowed Heads of NPOs to align and integrate their views while facing greater economic challenges in the future.

APO Director for Indonesia Besar Setyoko, who is also the Director-General of Training and Productivity Development, Ministry of Manpower and Transmigration, in welcoming the delegates and others to the meeting, said that productivity was a critical part of a country's economic development process. "We are gathered here today to share views and ideas to find strategies and approaches on productivity promotion and improvement that are appropriate to the current global economic situation." He was confident that the meeting would bring about results beneficial to future economic growth.

Vice-Governor of Bali Kusuma Kalakan warmly welcomed the APO delegates and expressed appreciation for the selection of Bali as the venue for the 47th WSM as a symbol of the international community's trust and confidence in the security situation on the island. In turn, he hoped that the richness of the Balinese culture and the beauty of the surroundings would motivate the delegates to hold a successful meeting.

The meeting elected NPO Delegate from Indonesia Afdaluddin and NPO Delegate from Sri Lanka D.L. Kumaradasa as the Chairman and Vice Chairman, respectively. A key feature of the WSM was the statement of Secretary-General Shigeo Takenaka. In it, he expounded his views on three areas: the reorganization of the APO Secretariat and its impact on the activities of the organization; measures taken or being planned to improve the performance of APO projects not directly linked to the restructuring of the Secretariat; and building relations with countries and organizations outside the APO region (see page 8 for a more complete report on his statement).

Another feature was the country reports presented by the delegates, from both NPOs and the agriculture sector, on immediate challenges facing the productivity movement in their countries and the role of stakeholders, including NPOs, in coping with them; essential NPO core competencies: present and future; and effective ways to share them with other NPOs. They also commented on the Secretary-General's statement. As the WSM is the annual planning meeting of the

(Continued on page 5)



Minister Erman striking a ceremonial gong

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**"Managing change in business is like managing climbing a mountain. You have to pace yourself. If you go too fast you have to come down."**

**Faroog Kathwari**

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## The Slovak Productivity Centre

**T**he Slovak Productivity Centre (SLCP), Europe's youngest productivity center, was conceived in the mid-1990s in Žilina. This is a medium-sized town of approximately 90,000 inhabitants 200 kilometers north of the Slovak Republic's capital of Bratislava, on the borders with the Czech Republic's Moravia and Poland's Silesia. The Slovak Republic had just become independent after Czechoslovakia split up in 1993. The Slovaks, the poorer half of the former Czechoslovakia (its 5.8 million citizens have a per capita GNI of US\$8,000 compared with neighboring Austria's US\$37,000), were saddled with rustbelt industries and a backward-looking government. Today, the Slovak Republic in general and Žilina in particular are thriving—albeit still with high levels of unemployment—because both are benefiting from the expertise of the SLCP's score of full-time staff of by now experienced consultants and trainers.

**“It was the belief of Professor Gregor that the Slovak Republic needed not simply wider implementation of tested productivity techniques in industry... but a broader productivity consciousness throughout the nation's somewhat sclerotic working life.”**

The story is not one of government largesse and social partnership. Rather, it is one of the entrepreneurship, belief, guts, and commitment of a university professor of mechanical engineering. From the mid-1990s, Professor Milan Gregor badgered the government with requests to support the nascent productivity movement, not least through an ILO-sponsored European Association of National Productivity Centres mission in 2000. In 1998, the SLCP's articles of association were constituted under private law, not as a public foun-



ation. This legal form provided it with close links with the university and strong corporate backing in the form of membership. Despite declarations of support by successive ministers of industry and labor, promises of projects, and the passing in 2002 of an Act on Competitiveness and Productivity which foresaw seed money for a full range of productivity projects, the government has not provided the SLCP with a single euro. Nor were the social partners keen on lending their backing to the national productivity movement. So much for the traditional concept of a social partner-supported productivity center!

It was the belief of Professor Gregor that the Slovak Republic needed not simply wider implementation of tested productivity techniques in industry, such as both “hard” technologies and “soft” motivational and human resources development approaches, but a broader productivity consciousness throughout the nation's somewhat sclerotic working life. Member companies were not willing to put up money for the “public good” but were eager to tap the skills of the SLCP's team to enhance their own productivity. This inspired Professor Gregor and his colleagues to dedicate the proceeds of their consultancy assignments to funding a sustainable, independent existence for the center.

The income generated by consultancy has been put to two uses: First and foremost, it has put the SLCP on a solid financial footing. This has enabled it to hire and train additional consultants to

meet the growing needs of the increasing number of multinational corporations attracted to the region by its location and low labor costs. Several trained for up to six months in Japan thanks to an intergovernmental cooperative program. In fact, the SLCP has developed such a reputation for quality that it can now afford to pay staff salaries well above those earned by professors and senior officials at Žilina University.

Second, the center has been able to develop further promotional activities to enable Slovaks to understand better the challenge of being more productivity-conscious. Almost from its inception, the SLCP launched a self-financing annual National Productivity Forum. Held for the first time in 1998, each forum focuses on a theme of current concern, starting with preventive maintenance. The topic of the 2006 forum was “Lean,” with speakers from among the SLCP's staff as well as its network of customer-managers from the transnational area. Originally intended as a one-off event, the forum has now become a part of the national and regional calendar, attracting some 250 participants annually.


**“In fact, the SLCP has developed such a reputation for quality that it can now afford to pay staff salaries well above those earned by professors and senior officials at Žilina University.”**

As a further part of its general promotional activities, the SLCP launched the quarterly journal *Produktivita*, providing interested persons with descriptions of the center's assignments and the techniques used. This has also subsequently developed transnationally as a broader propagation instrument, to such an extent that every second issue now appears in Polish, sponsored by Žilina's counterpart university in Poland.

Recognition of the SLCP has come essentially through working in and with the automotive industry. International automobile companies and their associated component producers and service providers have been established within western Slovakia and the neighboring Polish and Czech regions since 1990, attracted by the area's cheap, but skilled, labor forces. The latest arrival, KIA Slovakia, is setting up right in Žilina and the SLCP is already developing strong ties with it.

With its profits growing (nonprofit bodies are, like all nonpublic Slovakian organizations, taxed at a flat rate of 19% on all their income), the SLCP has felt the need to develop new structures. Thus in 2005, it established its consultancy arm as a separate corporate entity, followed by its training center. It also purchased land near Žilina University on which it is now starting the construction of dedicated facilities capable of accommodating a staff of 100. This will house not only its consultancy and training companies but also the newly established Institute for Competitiveness and Innovation with its Digital Factory Laboratory. Here, university-industry osmosis, especially with the automotive industry, but also encompassing the aviation, space, and electrotechnical industries, will, using three-dimensional virtual modelling and rapid prototyping, generate innovations in all aspects of production processes from design to production and assembly. This, too, covers the adjacent regions of the three

countries and represents Europe's new automobile manufacturing focus. The SLCP sees its mission as ensuring that the multinational enterprises now setting up in this region will put down deep roots, remaining there after the initial attraction of cheap labor costs diminishes; wages are already rising in line with productivity increases.

Although still without government financing, the SLCP sees great opportunities for expansion, particularly given its strong university backing. However, the center has not given up trying to obtain government financial support for broad-based productivity activities within the country. The outlook has somewhat improved with the availability of EU funds seeking to help member states raise their competitiveness and productivity in the light of the overall goals set out in the common Lisbon Declaration of 2000. But experience shows that self-help is more reliable than third-party promises, particularly those of governments. 

*Anthony C. Hubert is President of EuroJobs, an organization he established to promote efforts to raise the quality of working life and productivity in Europe. He was formerly Secretary-General of the European Association of National Productivity Organizations. He writes regularly for this column.*



## p-TIPS

## Making your e-tail site more productive (how customers judge quality)

Thinking of going into e-tailing? No one doubts that Internet shopping offers a plethora of opportunities, as well as pitfalls for the unprepared. Joel Collier and Carol Bienstock in "How do customers judge quality in an e-tailer?" summarized their survey results on customer satisfaction with online shopping in the Fall 2006 issue of the *MIT-Sloan Management Review*. Their main points in the customer quality ratings below should help e-tail entrepreneurs to operate productive and profitable Web sales sites.

- 1) Ease of use/simple design/privacy. Online shopping requires customers to "learn by doing." Make your site easy to use with the fewest clicks possible. Design prompts for information and alerts for errors. Avoid extraneous bells and whistles; make font and text easy to read. Show thumbnail images of each product. Assure customers that their personal information is secure and not shared.
- 2) Consistency and flexibility. Your site's availability, applications, and links must be perfect at all times. Information must be current and accurate. Displaying sold-out products only frustrates potential buyers. Make the site flexible enough to accommodate all ages, levels of technological sophistication, and delivery and payment preferences.
- 3) The timeliness of the order. Busy customers may pay premium prices for speedy delivery, but making anyone wait past a promised date destroys the quality of the e-tail experience.
- 4) The accuracy of the order. Customers expect to receive orders at the correct address and be billed for the right amount. Contacting an e-tailer to resolve problems is an experience shoppers don't want.
- 5) The condition of the order. Just like people in stores, e-tail buyers shy away from damaged products and packaging. Online merchants must make delivery carriers understand how important it is for packages to arrive at customers' doors in perfect condition.
- 6) Addressing problems when they occur. Three "service recovery" points are important: the opportunity to speak with a person to solve a problem; fair policies and procedures, such as free return shipping for defective items and rapid refunds; and follow-up with delivery or other third-party services if the problem occurred there. Although an apology for a service failure may suffice, customer compensation leads to trust in an e-tail site.





## New APO publication



# BUSINESS POTENTIAL FOR AGRICULTURAL BIOTECHNOLOGY PRODUCTS

APO 197 pp February 2007  
ISBN 92-833-2371-8 (hard copy)  
ISBN: 92-833-7054-6 (e-edition)

Agricultural biotechnology has emerged as a major investment area and has propelled the growth of companies worldwide. Several major players in the food and seed industries are employing biotechnology as the core of their business. Some of them pioneered the use of biotechnology in the development of grain and oil seeds, while others applied advanced biotechnology to nonfood products such as cotton and ornamental plants. Others took more traditional biotechnology approaches in the brewing and fermentation of food products and beverages. Despite recent advances, the application of biotechnology is still in the early stage in many countries in the Asia and Pacific region and its benefits have not reached the majority of the population. In many cases, R&D outputs have not arrived at the commercialization stage, and concerns related to food safety and the environmental ramifications of biotechnology are affecting its wider commercial applications and heightening the uncertainty surrounding its use.

In light of this situation, the APO organized a multicountry study mission on Business Potential for Agricultural Biotechnology Products in May 2005 in the Republic of China. The objectives of the study mission were to review the business potential of agricultural biotechnology products and to suggest how private companies, especially SMEs, could actualize such potential in member countries. The study mission consisted of the presentation and discussion of resource papers and country papers as well as field visits. This volume includes a summary of findings, seven resource papers, and 13 selected country papers prepared for the study mission. The seven resource papers, which address different aspects of the process in which agricultural biotechnology products are commercialized, are:

- Why Agricultural Biotechnology? by Dr. William P. Pilacinski and Dr. John P. Purcell, Biotechnology Regulatory Affairs, Monsanto Company (USA)
- Global Status and Trends of Commercialized Biotechnology in Crops, by Dr. Paul S. Teng, Natural Science and Science Education AG, National Institute of Education, Nanyang Technological University (Singapore), and W. Clive James, International Service for the Acquisition of Agri-biotech Applications, Cornell University (USA)
- Frontiers and Advances in Transgenic Biotechnology of Animals and Fishes, by Dr. Shao-Yang Hu and Dr. Jen-Leih Wu, Institute of Cellular and Organismic Biology, Academia Sinica (Republic of China)
- Development and Application of Biofertilizers in the Republic of China, by Dr. Chiu-Chung Young, Department of Soil and Environmental Sciences, National Chung-Hsing University (Republic of China)
- Current Status of the Transgenic Approach for Control of Papaya Ringspot Virus, by Dr. Shyi-Dong Yeh, Department of Plant Pathology, National Chung-Hsing University (Republic of China)
- Commercial-scale Production of Valuable Plant Biomass and Secondary Metabolites Using a Bioreactor System, by Dr. Sung Ho Son et al., VitroSys Inc. and Dong Yang University (Republic of Korea)
- Commercialization of Agricultural Crop Biotechnology Products by Dr. Paul S. Teng, Nanyang Technological University (Singapore)

This publication is available both in hard copy and in e-edition on the APO 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



"Those who enjoy responsibility usually get it; those who merely like exercising authority usually lose it."

*Malcolm S. Forbes*

"Customer visits—face-to-face, no technology allowed—are the only way to make your client feel special, appreciated, heard."

*Julie Cantwell*

"Clearly the most unfortunate people are those who must do the same thing over and over again, every minute, or perhaps twenty to the minute. They deserve the shortest hours and the highest pay."

*John Kenneth Galbraith*

"The ideas that come out of most brainstorming sessions are usually superficial, trivial, and not very original. They are rarely useful. The process, however, seems to make uncreative people feel that they are making innovative contributions and that others are listening to them."

*A. Harvey Block*

"What defeats poverty? Education. What increases net worth? Education. What helps race and ethnic relations? Education. What creates harmony and peace? Education. Reeducating people to live together and learn together is the foundation of our future economy."

*Melanie Alfonso*

"Laziness has many disguises. Soon "winter doldrums" will become "spring fever."

*Bern Williams*

"If the world operates as one big market, every employee will compete with every person anywhere in the world who is capable of doing the same job. There are lots of them and many of them are hungry."

*Andrew S. Grove*

"Managing change in business is like managing climbing a mountain. You have to pace yourself. If you go too fast you have to come down."

*Faroog Kathwari*

# Strategic management of technology and innovation

The APO organized the 23rd Top Management Forum in Kyoto, 26–28 February, in collaboration with the Japan Productivity Center for Socio-Economic Development (JPC-SED) and Ministry of Economy, Trade and Industry, Japan. The theme of this year's forum was Strategic Management of Technology and Innovation. Corporations practice the management of technology to promote innovation, achieve sustainable growth, maximize the cost-effectiveness of investments in technology development, and ultimately contribute to enterprise value.

Opening addresses were given by APO Secretary-General Shigeo Takenaka, JPC-SED President Tsuneaki Taniguchi, and Kansai Productivity Center Chairman Kozo Shindo. In his opening remarks, Takenaka emphasized the new Japanese business model based on corporate innovation as key to the nation's recent economic recovery. The forum led off with a presentation by Dr. Kiyonori Sakakibara, Keio University Graduate School of Media and Governance, on Capturing the Value from Innovation—Introduction to Our Discussion at TiM-Japan. The 35 overseas participants from 18 APO member countries and 20 local participants then heard presentations by top Japanese executives from such corporations as Zeon, Omron, Denso, and Matsushita Electric Industrial, as well as from leading scholars and government policymakers.

Chairman Katsuhiko Nakano of Zeon Corporation, in his presentation entitled Original and Without Compare: Zeon Management Strategy to Maximize Corporate Value, emphasized that the management of technology is the core of corporate practice at Zeon, in line with its human resources development strategy for promoting managerial leadership to facilitate R&D innovation. Dr. Noboru Maeda, Osaka City University Graduate School for Creative Cities, stated that corporate venturing is a key to innovation for overcoming the limitations of the catch-up business model. He also highlighted the spin-off phenomenon among elite Japanese engineers after the 1990s as a proactive sign of accelerated innovation. General Manager Yoshifumi Kato, Technology Planning Department, Denso Corporation, introduced the medium-to-long-term R&D roadmap for product development under Denso's strong commitment to R&D, reflected by investment of more than 8% of total expenses.

Near the end of the forum, the participants broke into groups to discuss the topics covered in the sessions, chaired by Dr. Astushi Sunami, Associate Professor and Director of the Science and Technology Program, National Graduate Institute for Policy Studies, Japan.

## Bali rolls out red carpet ..... (Continued from page 1)

APO, the most time was devoted to reviewing the report on the evaluation of projects implemented in 2006, putting the final touches on the 2007 Program, and strategic planning for the 2008 and 2009 Programs.

The evaluation report revealed that participants were generally well satisfied with the projects they had attended, especially with regard to program schedule and contents, quality of resource persons, and methodology used. Two major low points mentioned were inadequate and/or irrelevant field visits and too-short duration of projects, including field visits. The Secretariat also expressed concern about insufficient countries to host individual-country study missions as well as underutilization of the DON and BCBN Programs. A number of delegates suggested organizing follow-up programs for former participants to determine the extent to which they were able to use the knowledge and skills gained from attending APO projects. This will enable the APO to gauge the effectiveness of its programs.

For the strategic planning of the 2008 and 2009 Programs, the delegates were divided into two groups, which met concurrently. One group, comprising NPO delegates representing the industry and service sectors, was chaired by NPO Delegate from Thailand Dr. Phanit Laosirirat. He was assisted by NPO Delegate from Fiji Jone Usamate, who served as rapporteur. The agriculture delegates formed the second group. The Chairman was Agriculture Delegate from Indonesia Dr. Suryadi Abdul Munir, and the rapporteur was Agriculture Delegate from the Philippines Carlos A. Sayco, Jr. The concurrent sessions commenced with presentations by the Secretariat on the Two-Year Plan 2008 and 2009 and the rationale for the departmental projects included in the 2008 and 2009 Programs. Below are some suggestions and comments raised during the concurrent sessions:

### *From the industry and service sector group*


1. Utilize the services of APO resource speakers deputed for APO projects to train local participants and experts.
2. Undertake an assessment of the strengths of each NPO for mutual learning.

3. Conduct impact evaluation and priority assessment surveys to monitor the effectiveness of APO projects and identify those to be given special priority.
4. Adopt a cluster-based approach for multicountry projects to be followed by national seminars.
5. Develop a database for productivity measurement.

### *From the agriculture sector group*

1. Renew support for the three thrust areas of the APO Agriculture Program.
2. Develop special programs for less developed countries to replace the current Japan-supported APE-LDC Program when it expires in 2008.
3. Introduce follow-up activities by participants, e.g., reentry plans, to enhance the in-country transfer and application of knowledge gained in APO projects.

The Secretariat presented a report on the results of the survey questionnaire exercise on the 2008 and 2009 Programs undertaken to obtain member countries' preferences for the projects proposed and the issues of the low rate of and late returns. It also stated that this survey was useful as an additional tool for consulting with NPOs on the Two-Year Plan. The discussions concluded with the suggestions that a longer period should be allowed for NPOs to respond to the survey questionnaire and that NPOs should establish agriculture consultative bodies for advice on matters relating to agriculture, including the survey.

On the final day of the meeting, the delegates visited the Museum Subak, where they were briefed on the unique irrigation and water distribution systems in Bali and then had a bird's-eye view of the terraced rice cultivation at Jatiluwih where the irrigation system was put to use. They also visited Uber Sari Bali Corporation, a manufacturer of pottery, lamps, etc. for the home and garden. This was followed by the Closing Session where the meeting adopted a report for submission to the Governing Body Meeting to be held in Ulaanbaatar, Mongolia, 26–28 June 2007. 

# Success story: Greening agrisupply chains for sustainability, safety, and competitiveness

In January 2006, I participated in the APO multicountry study mission to Japan on Greening the Agri-Food Supply Chain for Enhanced Food Safety, Competitiveness, and Sustainable Agriculture Development. That mission focused on market-oriented, eco-friendly food value chain activities and showcased the cooperation among starred hotels, supermarket chains, and small-scale farmers in the production of eco-labeled foodstuffs.

With the exposure gained from that project, I decided to set up a pilot-scale green food chain in Sri Lanka by improving the existing supply chain of the Hadabima Authority of the Ministry of Agriculture. Established in 1978, its mandate includes diversifying agriculture, improving the livelihood of inhabitants, and protecting the environment in remote villages. The authority has been involved in many development activities, mainly focusing on soil erosion issues and income-generating activities for farmers through agriculture and livestock programs. Although those initiatives improved the productivity of villages, marketing was ineffective due to low volume, inconsistent supply, logistics issues, and quality problems. In February 2006, I submitted a project proposal for upgrading the Hadabima Authority supply chain, which is situated in the central province. The main items in the proposal were promoting the organic cultivation of traditional fruit and vegetables, using plastic crates to reduce postharvest losses, building a packing house, and renovating the existing sales outlet.


Based on information from the APO study mission, I thought of branding as “traditional produce” as a marketing tool. In Sri Lanka, there is growing demand for traditional agricultural commodities not contaminated with inorganic fertilizers or pesticides. To speed up project completion, farmer training, construction of the packing house, renovation of the sales outlet, and training of packing house operators were initiated simultaneously with the assistance of officials from the Hadabima Authority and Food Research Unit, Ministry of Agriculture. By September, most construction and training activities had been completed and trial runs were conducted. Market-oriented traditional fruit and vegetables, eggs, and other commodities are produced in the assigned villages, collected, and transported in plastic crates. Primary processing is done at the packing house, and the food is sold in the renovated sales center.

The project was opened on 11 August by the Minister of Agriculture, with APO Director for Sri Lanka Mahinda Madihahewa present. During the first month, average daily sales of the outlet increased by three-fold (from about US\$230 to US\$690). One initial problem was inadequate supply to meet growing demand. The first attempt to increase the volume of fresh commodities encountered quality issues. Hence, further processing such as producing fresh-cut and frozen vegetables was undertaken. Subsequently, a home delivery service was offered to avoid spoilage of fresh commodities and now has sales of about US\$370 per day. Current daily average outlet sales are about US\$1,400. Postharvest losses of perishables are in the range of 30–40%.

To mark the FAO's World Food Day, the Ministry of Agriculture arranged a field tour for more than 50 private-sector investors, government officials, ministry secretaries, and FAO representatives to observe our green supply chain. Recently, representatives of a domestic supermarket chain (with more than 100



*Packing of market-oriented traditional vegetables*

outlets) visited our green supply chain facilities and are interested in establishing a similar system. This year, we will introduce solar-powered drip irrigation systems. Our goal is to create a model of a sustainable green supply chain so that agroindustry and stakeholders in agrisupply chains will gradually make their commercial systems more eco-friendly. 

*Contributed by Dr. D.B.T. Wijeratne, Director, Enterprise Development–R&D, Ministry of Agricultural Development & Agrarian Services*

## New officer at APO Secretariat

Sunju Lee joined the Secretariat as information officer from April 1. She was previously a project manager in the International Cooperation Department, Korea Productivity Center (KPC), where she was responsible for organizing the 48th Governing Body Meeting held in Seoul in 2006. Among other duties in the International Cooperation Department, Lee provided translation and interpreting for APO projects held



in the ROK and prepared English-language policy papers and country reports. Before joining the KPC, she had six years of private-sector experience. After receiving a Bachelor's degree in English literature, Lee obtained a Master's degree in foreign direct investment. Despite a heavy work schedule, her volunteer activities included teaching English to senior citizens at a Seoul welfare center. Describing herself as “a dedicated self-starter,” Lee enjoys jogging in the morning and English political dramas in her off-the-job hours.





# p-Experts deputed by the APO

## CAMBODIA AND LAO PDR

**Mr. Yasuhiko Inoue**, Director, International Department, Japan Productivity Center for Socio-Economic Development, was deputed as an expert for the Member Country Support Program, 22–23 February (Cambodia) and 26–28 February (Lao PDR) 2007.

## FIJI

**Dr. Rajesh Bheda**, Principal and CEO, Kaizen Consulting, India, was deputed as a technical expert on Achieving High Productivity in the Apparel Industry, 5–9 March 2007.

## JAPAN

**Dr. Atsushi Abe**, Dean, Graduate School of Technology Management, Ritsumeikan University, Japan, **Mr. Yoshito Goto**, Senior Officer on Human Resource Development, Planning for Industrial Technology, Academia-Industry Cooperation Promotion Division,

Industrial Science and Technology Policy and Environment Bureau, Ministry of Economy, Trade and Industry, Japan, **Mr. Yoshikuni Hirayama**, Director, Overseas R&D Promotion Center, Matsushita Electric Industrial Co., Ltd., Japan, **Mr. Yoshifumi Kato**, Director, Technology Planning Department, Denso Corporation, Japan, **Dr. Noboru Maeda**, Professor, Graduate School for Creative Cities, Osaka City University, Japan, **Mr. Katsuhiko Nakano**, Chairman, Zeon Corporation, Japan, **Dr. Kiyonori Sakakibara**, Faculty of Policy Management, Keio University Shonan Fujisawa Campus, Japan, **Dr. Atsushi Sunami**, Associate Professor and Director of Science and Technology Program, National Graduate Institute for Policy Studies, Japan, **Mr. Hidehiko Yamachika**, Director, Technical Cooperation Division, Trade and Economic Cooperation Bureau, Ministry of Economy, Trade and Industry, Japan, and **Mr. Tsukasa Yamashita**, Senior Managing Director, Omron Corporation, Japan, were deputed as resource persons for the Top Management Forum: Strategic Management of Technology and Innovation, 26–28 February 2007.

## MONGOLIA

**Mr. Ab. Rahim Yusoff**, Director, National Productivity Corporation, Malaysia, was deputed as a technical expert for Establishing New Benchmarking Communities and Developing the Benchmark Databases for “Change Management,” 12–16 March 2007.

## SRI LANKA

**Prof. Alfred Li-Ping Cheng**, Research Fellow, Chung-Hua Institution for Economic Research, Republic of China, **Dr. Noriyoshi Oguchi**, Faculty of Commerce, Senshu University, Japan, **Mr. John Parsons**, Consultant, Resource Alternatives Australia, and **Dr. Sung Hyun Park**, Professor, Department of Statistics, College of Natural Sciences, Seoul National University, Korea, were deputed as resource persons for the workshop on Productivity Measurement in the Service Sector, 12–16 March 2007.

## SINGAPORE

**Mr. Kelvin Chan Keng Chuen**, Director and Principal Consultant, Teian Consulting International Pte Ltd., Singapore, **Ms. Nina Maria B. Estudillo**, Director, Graduate School of Public and Development Management, Institute of Productivity and Quality, Development Academy of the Philippines, **Mr. Ahmad Fadzil**, Director of Corporate Services & Finance Division, National Productivity Corporation, Malaysia, and **Mr. Low Choo Tuck**, Managing Consultant, Eunison Network Ptd Ltd., Singapore, were deputed as experts for the Program Preparation Meeting for Dissemination of the Productivity Movement in Africa, 28 February–1 March 2007.

## Program calendar

### June

#### Fiji

Training Course on the Balanced Scorecard, 25–29 June 2007.

#### Indonesia

Study Meeting on Productivity for International Trade and Competitiveness, 12–15 June 2007.

#### 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 Experts, 5–7 June 2007.

Seminar on Corporate Social Responsibility, 11–15 June 2007.

#### Malaysia

Seminar on Community-based Rural Tourism, 4–8 June 2007.

### July

#### Republic of China

Study Meeting on Productivity in Aging Societies, 17–20 July 2007.

#### Republic of Korea

Training Course on ISO22000: Food Safety Management and Hazard Analysis and Critical Control Point (HACCP), 9–13 July 2007.

*Kindly contact your NPO for details of the above activities, including eligibility for participation. If you need the address of your NPO, it is available from the APO Web site at [www.apo-tokyo.org](http://www.apo-tokyo.org).*

**Dr. Seung-Ho Ahn**, Professor, Soongsil University School of Business Administration, College of Business and Economics, Republic of Korea, **Ms. Chitra Ananda**, Compliance Specialist, FDA Registrar Corp (USA), Singapore, and **Dr. David Hui-Wen Cheng**, Director, Bureau of Food Safety, Department of Health, Executive Yuan, Republic of China, were deputed as resource persons for the study meeting on Enhancing Market Access for SMEs in the Food Sector, 20–22 March 2007.

## THAILAND

**Mr. Hyunseok Lee**, Associate Researcher and Consultant, Korea Productivity Center, was deputed as a technical expert for the Development of a National Customer Satisfaction Index, 26–27 February 2007.

## APO/NPO update

### New APO Alternate Director for Bangladesh

**Dr. Md. Nazrul Islam**, Director, National Productivity Organization, and NPO Head, was appointed Acting APO Alternate Director for Bangladesh.

### New Liaison Officer for Fiji

**Mr. Vilimone Baledrokadroka**, Director of Employment Opportunities and Productivity, Ministry of Youth, Sports, Employment Opportunities and Productivity, was appointed the new APO Liaison Officer for Fiji w.e.f. 23 February 2007.

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e-Mail: [vbaledrokadroka@govnet.gov.fj](mailto:vbaledrokadroka@govnet.gov.fj)

### New e-Mail address of NIPC

The National Iranian Productivity Center has a new e-Mail address: [nipc@mporg.ir](mailto:nipc@mporg.ir)

### New Address and e-Mail address of NPDC

Address: Building-8, Chinggis Avenue, Ulaanbaatar 13, Mongolia

Postal Address: P.O. Box 852, Central Post Office, Ulaanbaatar 13, Mongolia

e-Mail: [npdc-mon@mcscom.mn](mailto:npdc-mon@mcscom.mn)

### e-Mail and Web site addresses of VPC

One of the e-mail accounts ([vpc@vpc.org.vn](mailto:vpc@vpc.org.vn)) is no longer in operation. e-Mail messages should be sent to [vpc@vpc.vn](mailto:vpc@vpc.vn) or [vpc@fpt.vn](mailto:vpc@fpt.vn). The URL was also changed to: [www.vpc.vn](http://www.vpc.vn).

# Secretary-General's statement to the WSM

**A**fter welcoming the attendees and thanking the Government of Indonesia for hosting the 47th Workshop Meeting of Heads of NPOs (WSM), APO Secretary-General Takenaka's statement focused on three main topics: Secretariat reform; measures to improve project operations; and building relationships outside the APO region.

The Secretariat had been reorganized into four departments, Administration and Finance, Research and Planning, Industry, and Agriculture from the beginning of January, the Secretary-General explained. Most functions of the previous Environment Department were taken over by the Industry Department, and those of the former Information and Public Relations Department were completely absorbed into the Administration and Finance Department. "I am sure that the synergy derived from the pooling of resources and capabilities within the Secretariat will lead to greater cost-effectiveness of our operations," Takenaka stated. He also disclosed that the Internet and World Wide Web will become the principal tools to disseminate information on APO activities and therefore the Secretariat will invest in a redesign of its Web site to make it more attractive and useful.

The Secretary-General also said that the think-tank role of the Research and Planning Department would be expanded. Due to increasing globalization and competitiveness in markets, he noted that the department was responsible for identifying the latest productivity-related concepts and trends, not only within but also beyond the APO membership. If necessary, he added that the Secretariat could organize fact-finding missions to advanced countries to collect information that would lead to enhanced productivity and competitiveness in member countries.

The DON Program is now divided into two parts, DON Strategy and DON Implementation, administered by the Research and Planning Department and Industry Department, respectively. DON Implementation refers to all individual-country services, such as TES, BCBN, and DMP. In addition, the Industry Department now handles most environment-related projects, including the Eco-products International Fair in Vietnam in early 2008, the Secretary-General said. Recalling that at the 2006 WSM in Kuala Lumpur he had emphasized "the need for enterprises to be aware of consumers' preference for safe and environment-friendly food products if they were to remain



*Takenaka speaking at the WSM*

competitive," Takenaka said that the Agriculture Department had organized numerous projects with this objective in 2006, including one on disease prevention in the poultry sector, and that "this objective will be pursued even more vigorously this year."

Turning to measures to improve APO project performance, the Secretary-General reported that 65% of projects planned for 2007 were Categories B and C, compared with 45% in 2005 and 46% in 2006. He noted that this continuing shift away from Category A projects would allow more participants from each country, thus facilitating follow-up activities. Takenaka said that experience in 2006 had shown that using a two-tiered approach in which a multicountry project is followed by initiatives in participating countries for greater multiplier effects was feasible and more such projects were planned for 2007

and 2008. He pointed out that IT-based modalities were cost-effective and could reach a large audience and that their combination with more traditional project methods was a new approach initiated by the Secretariat. A special IT support and e-learning budget was made available for continuity in IT-based initiatives.

"The APO must constantly look beyond its boundaries to network and connect with other international organizations in fulfilling its missions and goal," Takenaka declared. He went on to say that the alliance with the ASEAN Foundation deserved special mention. In August 2006, the APO sponsored the Roundtable Conference for the Promotion of the Productivity Movement in Africa, attended by more than 80 and followed up with a series of visits to the Secretariat by African delegates for discussions. The Secretary-General expressed his gratitude to the Government of Japan for its financial support for the African Program and to the resource persons from member countries.

Finally, Takenaka mentioned that the 2006 GBM had proposed the introduction of a biennial budget to replace the annual one, along with a change in the timing of both the GBM and WSM. If approved by the GBM this year, Vietnam has graciously offered to host a second 2007 WSM in October. After thanking all NPOs for promoting the APO, sourcing participants and experts, and hosting projects the Secretary-General concluded, "That we have achieved so much over all the years of the APO's existence is a tribute to the vision and commitment of our member countries. We can all be justifiably proud, while moving forward to achieve more." 