



APO NEWS

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EPIF unleashes GP power in Jakarta

The APO completed its four-day Eco-products International Fair (EPIF), Asia's largest international exhibition of advanced eco-technology, -products, and -services, with new records set for the most exhibitors and largest exhibition area. The EPIF 2010, the sixth in the series, was held at the Balai Sidang Jakarta Convention Center (BSJCC) in Indonesia, 4-7 March, with the theme Green Productivity to Enhance Competitiveness. It was jointly organized in close collaboration by the APO, Indonesian Chamber of Commerce and Industry (KADIN), and Indonesian Ministry of Manpower and Transmigration. With the enthusiastic support of the host country, a total of 90,004 visitors came to the fair, the second largest number on record.



Eager crowd in the main BSJCC lobby

The significance of the environmental event was reflected in the celebratory messages delivered by numerous dignitaries during the EPIF's opening ceremony. The dignitaries including representatives of the Indonesian government and private sector along with international guests graced the ceremony and expressed their support for eco-innovation and eco-initiatives.

KADIN Vice President Rachmat Gobel opened the event, welcoming domestic and overseas guests. He was followed by EPIF 2010 Preparatory Committee Chairperson Teisuke Kitayama, who is also Chairman of the Board of Sumitomo Mitsui Banking Corporation. Chairperson Kitayama introduced the supporting activities of the members of the Green Productivity Advisory Committee (GPAC) and the possible roles that the financial sector can play in environmental management and conservation. Minister of Manpower and Transmigration Muhaimin Iskandar then took the stage to welcome everyone and expressed his appreciation to the coorganizers and supporters of the event. Minister Iskandar underlined the importance of the concepts of Green Productivity (GP) and competitiveness to his ministry. He noted that the GP concept promotes the incorporation of consideration for the environment into manufacturing at all levels. For improved competitiveness, he highlighted two important factors: human resources and environmental quality, noting that, "The EPIF promotes the appreciation of knowledge workers and quality of life for economic and business activity in all countries."

APO Secretary-General Shigeo Takenaka thanked the Indonesian government for its support and commitment in hosting this landmark event. He offered special thanks to the Ministry of Manpower and Transmigration and KADIN. Secretary-General Takenaka also mentioned the special significance of Indonesia's selection as the host country for the sixth EPIF due to its economic power and ongoing environmental efforts. "We at the APO have done our best to ensure that the scale of the sixth EPIF in Jakarta matches the scale of the host country and the depth of its commitment to the environment," he pointed out.

(Continued on page 5)





Overview of two knowledge management frameworks

Australia was the first country in the world to publish a standard on knowledge management (KM): AS 5037-2005 Knowledge Management—a Guide. The standard was published in late 2005 and is a descriptive framework or “soft” standard, which aims to provide organizations and KM practitioners with a guiding framework and methodology, which can be tailored and implemented according to business needs. This new breed of standard does not require compliance, preferring to offer leading practice in KM and an insight into various KM tools and techniques.

The standard is the result of the collaborative efforts of the KM Standards Technical Committee, established in 2001 by Standards Australia. An interim standard was published in 2003 (AS 5037-int) and the committee obtained and considered comments and feedback over a two-year period before the final standard was released in 2005. The committee was comprised of members from government agencies, private industry, and academia.

Having recently been introduced to the APO KM framework, I found benefit in examining both as they provide a holistic roadmap of broad approaches to KM in both Australia and the Asia-Pacific region. Additionally, the two frameworks highlight common drivers behind the need for KM in organizations as well as challenges in measuring KM initiatives and sustaining KM programs.

The APO KM framework has a similar genesis to the Australian standard as it was the collaborative work of representatives from the APO, Republic of China, India, Japan, Malaysia, the Philippines, Singapore, Thailand, and Vietnam. KM practitioners and academics wanted the framework to provide a simple introduction to the discipline as well as emphasize the importance of KM to organizational success. Both frameworks highlight the critical success factors for KM implementation.

The global financial crisis has impacted organizations heavily. Aside from natural attrition in the workforce, the knowledge base of organizations



has been eroded by retrenchments, redundancies, and retirements. Now more than ever, KM can provide strategies and targeted solutions that can contribute to retaining the organizational knowledge base and preserving the talent pool. This is why the Australian KM standard and the APO KM framework are important resources for leveraging KM for organizational and employee benefit. Both help to define “what KM is” and both outline how KM enables learning and innovation at all levels and areas in an organization.

Understanding the underlying notion of the aspects of KM is the starting point for both frameworks. Table 1 shows the definitions adopted. The boldface words show that both the Australian standard and APO definition share a common understanding and that KM fundamentally concerns:

- achievement of organizational outcomes through the use of collective intelligence to increase productivity, profitability, and growth;
- the importance of context, since organizational cultures and employees differ from organization to organization;
- a balance between people, process, technology, and content;
- increases in individual capacity and organizational capability at all levels through KM; and
- enhancement of learning while opportunities for innovation emerge.

Table 1. Definitions of KM

Australian KM standard
<p>“A trans-disciplinary approach to improving organisational outcomes through maximising the use of knowledge. It involves the design, review and implementation of both social and technological activities and processes to improve creating, sharing and applying/using knowledge.”</p> <p>“Increasingly, knowledge management is concerned with innovation and sharing behaviours, managing complexity and ambiguity through social networks and connections, exploring smart processes and deploying people centric technologies.”</p>
APO KM framework
<p>“KM is an integrated approach of creating, sharing and applying knowledge to enhance organizational productivity, profitability, and growth.”</p>

The Australian KM standard, in particular, recognizes the influence of complexity theory and views organizations as complex adaptive systems in which the observed patterns of behavior are not repeatable. This means that business needs to be adaptable, resilient, and comfortable with ambiguity and it also means that KM must help to accelerate the adoption rate of new ideas, the development of new products and services, and value creation for the organization and its clients. The two definitions show that KM incorporates ideas, techniques, and influences from other practice areas, such as information and records management, organizational learning, and psychology. This allows KM to be fluid and emergent as it copes with the drivers influencing an organization.

Both frameworks also adopt visual models that help KM practitioners to interpret the organizational landscape and analyze how an organization’s knowledge health can be improved. Figures 1 and 2 illustrate the Australian KM standard’s ecosystem model and the APO’s model, respectively.

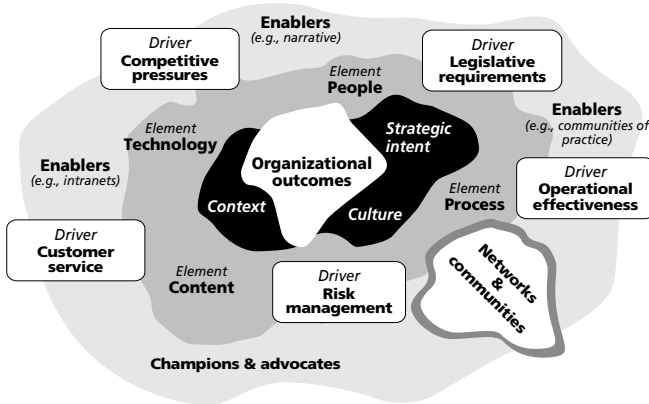


Figure 1. Australian KM standard ecosystem model.

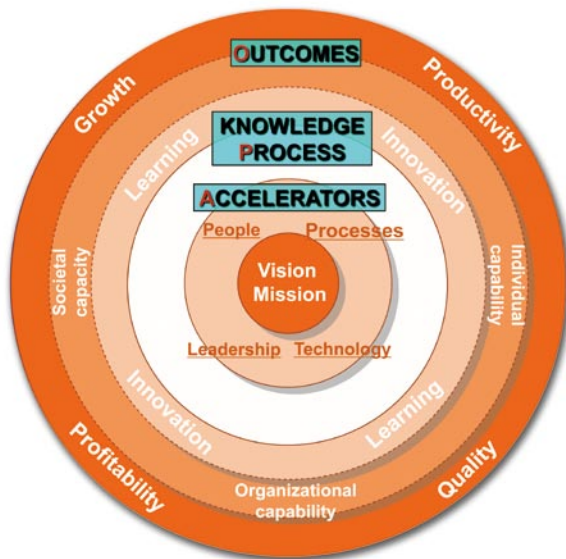


Figure 2. APO KM framework.

The starting point for both models is the vision and strategic intent of the organization, and alignment of knowledge activities with organizational strategy and drivers is viewed as crucial. The Australian KM model identifies external drivers that can affect an organization and its KM efforts with the primary ones being: competitors; customers; legislative pressures; and risk management. The APO visual refers to these drivers as “accelerators” and highlights four: leadership; people; process; and technology. Both models emphasize the importance of understanding internal and external drivers or forces that can have positive or negative impacts on the business environment and will inform KM initiatives. The notion of accelerators in the APO model signals that knowledge-focused leadership is a key success factor for KM, along with a knowledge-sharing culture, supportive technology, and knowledge processes (creation, storage, sharing, and distribution).

Supporting the visual models are methodologies that KM practitioners can use to plan and implement specific KM activities. Figure 3 shows the map-build-operationalize methodology of the Australian KM standard. In contrast, the APO relies on a “discover-design-develop-deploy” approach.

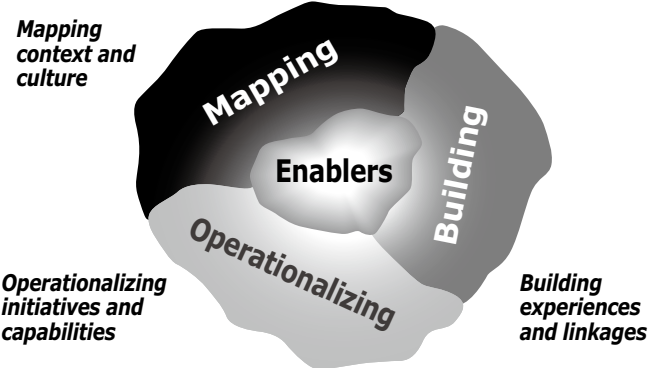



Figure 3. Map-build-operationalize methodology of the Australian standard.

The three-step methodology of the Australian KM standard focuses on the major phases in KM implementation:

- **Mapping**, or understanding the contextual landscape of the organization. This phase examines the current knowledge environment and asks the important strategic questions of “where are we?” and “where do we want to be?” Organizational knowledge gaps are identified through KM activities such as knowledge auditing and mapping, scenario planning, and social network analysis.
- **Building**, or framing answers to “where are we?” and “where do we want to be?” This phase identifies goals but achieving these goals most likely involves shifting the organization in terms of its knowledge maturity. This encourages an organization to try things it has not done before or explore new ideas and techniques. KM activities in this phase could be piloting and prototypes, creating knowledge champions, and fostering communities of practice.
- **Operationalizing (or actioning)**, or implementing an organization-wide KM initiative and developing a change management plan.

This methodology is a cyclical flow, which is similar to the APO methodology of discovering knowledge needs and gaps, designing KM pilot projects, developing or implementing pilot projects, and deploying KM initiatives throughout the organization.

One of the challenges for both frameworks, and for KM practitioners, is how to demonstrate or measure KM success. The Australian KM standard offers metrics around artifact-centered, activity-centered, and cultural or behavioral change-centered measurement. Perhaps the next phase for both frameworks will be to examine the emerging trends in KM including social media, narrative-based techniques, and reflective practices such as peer assists and action learning. These trends avoid focusing on knowledge as a “thing” to be managed and provide instead the right environment and conditions for enabling knowledge to emerge and flourish. 

With over 12 years' experience in industry as a KM practitioner, Kim Sbarcea is also the current Chair of the Standards Australia Knowledge Management Committee, which developed AS-5037 Knowledge Management—a Guide. She was an active member of the committee that developed the standard as well as the editor of it. Sbarcea's areas of specialization are knowledge and information management, communities of practice, social media, and leadership. She is also an Adjunct Professor at Hong Kong Polytechnic University and is heavily involved with the Master's in Knowledge Management program.



Productivity methodologies, tools, and techniques

Productivity assessment survey featuring value-added productivity measurement—Elena Avedillo-Cruz

Concept of value added

When measuring productivity, a definition that is useful is: Productivity is equal to output divided by input. This ratio measures how well resources or inputs are utilized to create the desired outputs.

One measure of output is value added (VA). Using data from a company's financial statements (i.e., profit and loss statement, balance sheet), VA is computed as sales less purchases from outside (e.g., materials, energy, outsourced services) plus change in inventory of work-in-process and finished goods. This method of computation is called the subtraction method (or the VA creation method).

Another way of computing VA is by adding personnel cost (e.g., salaries and wages), management, cost of maintaining the business (e.g., interest from loans, depreciation), and profit. This is called the addition method (or the VA distribution method). It is derived from the definition of VA as the "wealth" created by the products and/or services generated by an organization through the collective effort of those who work in the organization (i.e., employees) and those who provide the capital (i.e., employers, investors), as shown in Figure 1.

Initially, both methods are used to validate the VA figures. Thereafter, either method can be used.

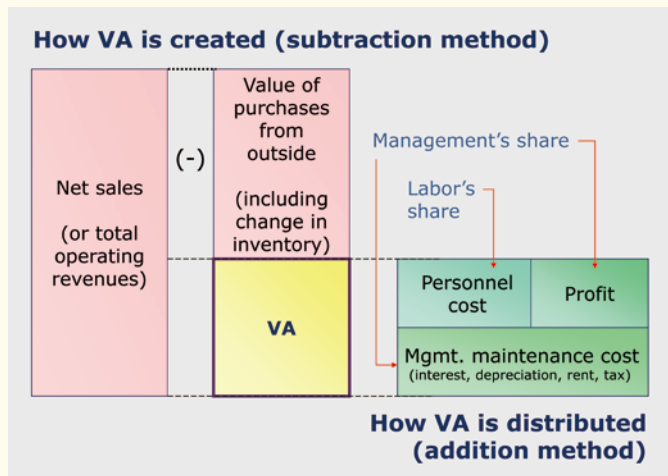


Figure 1. VA computation.

Value-added productivity measurement

Value-added productivity measurement (VAPM) is a measurement tool to determine the productivity performance of an organization. It enables the organization to identify priority areas for improvement and to establish organization-wide productivity indicators based on VA.

The VAPM ratios are a combination of five profitability and five productivity ratios, as illustrated in Figures 2 and 3, respectively. A vertical analysis of the five profitability ratios shows that an increase in profitability is attributable to the increase in profit and VA per dollar of sales or revenues generated (Figure 2). This is significant as it reflects the ability of the organization to increase the generation of VA to cover fixed costs and profits. This would mean effective, efficient management of variable and inventory costs and better utilization of fixed assets (e.g., machines and equipment) (Figure 1).

The next set of five ratios is on productivity, specifically labor productivity. While the number of employees is a common denominator, the labor productivity ratios measure the contribution of employees to productivity in terms of increase in sales, VA, and profit (Figure 3).

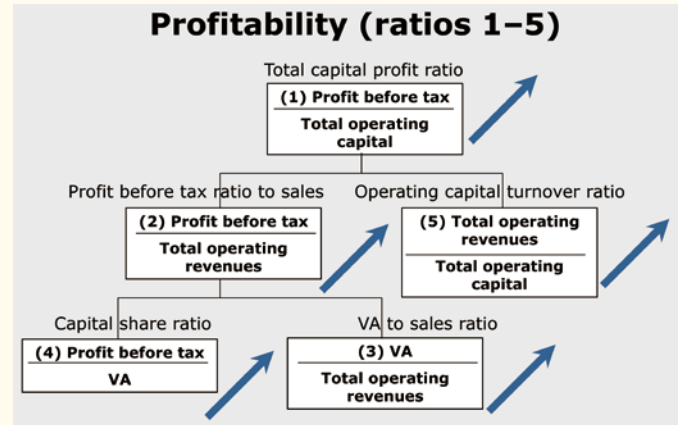


Figure 2. Profitability ratios.

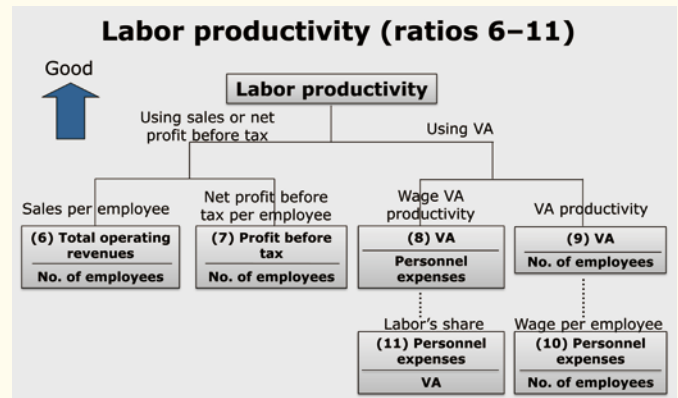


Figure 3. Productivity ratios.

Analysis of VAPM ratios

Results of the computation of VAPM ratios are used in evaluating an organization's performance. Among the analytical tools used are trend analysis, vertical analysis, regression analysis, and break-even point analysis. These are helpful in stratifying and determining the root causes or sources of low productivity.

Utilizing results of VAPM for productivity improvement

As a result of the analyses, management can use the productivity indicators to plan for sustained productivity improvement for the growth and development of the organization. VAPM results can be immediately utilized for determining the optimum number of employees and formulating a VA management plan to help the organization generate higher VA.



Contributed by Vice-President Elena Avedillo-Cruz of the Development Academy of the Philippines, resource speaker for the APO training course on the Development of Productivity Practitioners: Basic Program.

The newly published *Eco-products Directory 2010* also debuted at the opening ceremony. The 2010 edition contains 1,000 eco-materials, -components, -products, and -services. Professor Ryoichi Yamamoto of the University of Tokyo, Japan, and Chairperson of the Committee for the Establishment of an Eco-products Database, presented the first copy to Coordinating Minister for the Economy Hatta Radjasa, who then delivered the keynote address before announcing the official opening of the EPIF.

The enormous success of the EPIF 2010 was attributed to the enthusiasm and willing participation of Indonesian enterprises, institutions, organizations, and environmental groups as well as the support of GPAC members, comprising Japanese corporations with demonstrated environmental expertise. The fair featured 119 Indonesian and 36 Japanese exhibitors along with nine exhibitors from Malaysia, the Philippines, and Thailand, all of which combined to make this year's fair the largest in terms of number of exhibitors. Their booths were specifically designed to demonstrate the innovativeness, competitiveness, and marketability of eco-friendly products and services. An unparalleled display of products, technologies, and activities of local exhibitors ranging from high-end manufacturing goods to traditional and cultural items added greatly to the color and excitement of the fair.

The strong support of the Indonesian government for the EPIF also meant that Minister of Industry Mohamad S. Hidayat and Minister of Environment Gusti Mohammad Hatta took time from their busy schedules to visit the fair. They encouraged the environmental efforts of local industries and the public and expressed their appreciation to all the international and local exhibitors. The EPIF 2010 also served as the venue for launching a new eco-initiative, The Green Industry Award. Its first conferment ceremony was held at the EPIF venue, presided over by Minister Hidayat.


A two-day parallel international conference and two days of related activities on the same theme also began on 4 March with opening remarks by Chairperson Kitayama. While the international conference was open to all, the two-day site visit was only for APO international participants. Around 30 international and local speakers from high-level governmental and institutional bodies were invited, including Japan's Administrative Vice-Minister of the Environment Hikaru Kobayashi; Deputy Director-General for Environ-

mental Affairs for the Ministry of Economy, Trade and Industry Jun Arima; deputy ministers from Indonesian divisions and bureaus; and representatives from Indonesian ministries of Forestry and the Environment. The discussion explored low-carbon growth and the global economy; green supply chains and green procurement; and 3R policies and programs. Other topics, such as eco-finance, eco-business, and climate change were also covered by speakers from financial groups. The two-day forum was packed with some 300 international and local audience members who enthusiastically participated in each session with insightful observations and questions.



EPIF flag handed over to representatives of India, the EPIF 2011 host country

This year's conference produced a significant outcome, the Jakarta Recommendations. The delegates and experts of the conference committee drew up a list of 10 recommendations for the Indonesian government. The signed document was officially handed over to the Minister Iskandar and APO Secretary-General Takenaka by the conference coordinator, Dr. Payaman J. Simanjuntak, at the closing ceremony of the conference.

Like its predecessors, the EPIF 2010 also played host to a wide array of events and activities promoting the GP spirit. The main stage at the BSJCC Plenary Hall was filled with a constant stream of workshops, talk shows, eco-presentations, games, and classes. Three groups of special guests also visited the venue. The first was the 20-member Singapore Manufacturers' Federation mission led by President Renny Yeo. Secretary-General Takenaka personally welcomed them to the venue and recounted the history of the EPIF and the tangible results it had generated in the five previous host countries of Malaysia, Thailand, Singapore, Vietnam, and the Philippines. Yeo in turn shared his experiences before and during the EPIF 2006 held in Singapore. The second group was led by Tan Sri Datuk Mustafa Mansur, President of the Federation of Malaysian Manufacturers, accompanied by officials from the Ministry of Energy, Green Technology and Water, Government of Malaysia. The last group comprised three delegates from India's National Productivity Council (NPC), led by Director General N.C. Vasudevan, IAS. On behalf of India, the next EPIF host country in 2011, they accepted the EPIF flag from Indonesia at the handing-over ceremony. The NPC representatives promised to dedicate themselves to ensuring that the EPIF 2011 will continue the success of previous fairs. The APO hopes that the spirit of GP embodied in the pursuit of higher productivity in harmony with the environment will spread worldwide through the EPIFs. 



Batik-clad guests of honor shaking angklung, a traditional Indonesian musical instrument, to open the EPIF 2010

Eco-strategy for eco-business

Environmental Management for Sustainable Productivity Enhancement was the topic of the 26th Top Management Forum, one of the longest-running APO projects, held in the historic city of Kyoto, Japan, 22–24 February, in collaboration with the Japan Productivity Center. “This forum, which started back in 1985, has provided opportunities for Asian top managers to become familiar with the state-of-the-art management strategies utilized by leading Japanese corporations to maximize their productivity,” stated APO Secretary-General Shigeo Takenaka in his opening address. Speaking on the forum’s focus in connection with the APO’s Green Productivity (GP) concept, Secretary-General Takenaka remarked that, “As time went on, more and more people in the business community understood the importance of taking sustainability factors into consideration.” He expanded on this by detailing the establishment of the Green Productivity Advisory Committee (GPAC) by the APO and its continuing support for Eco-products International Fairs and the publication of the *Eco-products Directory* series.

This year’s forum focused on current environmental management strategies and practices adopted by Japanese companies including GPAC members. GPAC Chairperson Teisuke Kitayama, Chairman of the Board of Sumitomo Mitsui Banking Corporation (SMBC), gave a presentation entitled Social Responsibility of the Financial Sector for the Realization of a Sustainable Society. Chairperson Kitayama introduced initiatives introduced by the SMBC financial group to promote environmental protection through financial instruments such as loans, deposits, investment trusts, and carbon credits. Dr. Ryoichi Yamamoto, University of Tokyo Professor and a GPAC Vice Chairperson, spoke on sustainable business development and environmental management to coun-

teract global warming, including commitments to greenhouse gas reductions. Yu Murata, Japanese Ministry for Economy, Trade and Industry, introduced policies to encourage environmental management and business sustainability.



Forum participants discussing how to adapt eco-strategies

Speakers representing Nippon Mosaic Tile Co., Ltd., Shiseido Co., Ltd., Toray Industries, Inc., and Panasonic Corporation regaled the audience with details of newly developed, cutting-edge concepts and management tools used by their companies. The forum participants also visited the Hitachi Maxell Ltd. Kyoto plant. Maxell’s environmentally friendly processes, including waste sorting and recycling methods, were demonstrated during the plant tour.

During a group session, participants discussed how to adapt and apply the environmental management strategies explained during the forum in their own settings. Professor Kun-Mo Lee of Ajou University, Republic of Korea, who spoke on eco-business at the forum, facilitated the session. A publication will summarize all the presentations including the group discussion, which will be available on the APO Web site in the near future. 🌀

Promoting Asian agrifood products in global markets

Asian countries produce a wide range of processed food grown in varying agroclimatic conditions. However, many of those products do not reach overseas markets in other regions due to a lack of awareness of consumers elsewhere and inadequate export promotion. Recognizing the huge potential for Asian agrifood exports and their contribution to economic development in member countries, the APO has held projects to encourage exports over the last two years. This year, the APO organized a multicountry study mission on Export Promotion in Tokyo, Japan, 1–6 March, to demonstrate tools and approaches for promoting food-related exports to global markets.

International experts on export facilitation and market research from the USA and importers and distributors of agrifood products in Japan served as resource persons. “Speakers shared their experiences and expertise and gave us several tips about how to penetrate new markets. It opened up new options to overcome issues that we could face in starting agrifood exports to difficult countries such as the USA and Japan,” mentioned Director Abdul Rashid Bahri, Federal Agricultural Marketing Authority, Malaysia.

Extensive site visits gave participants new insights into the promotion of agricultural and food products as well as market trends in modern supermarket chains in Japan. One important venue was FOODEX 2010, the biggest annual international food fair in Asia, held at Makuhari Messe near Tokyo, 2–5 March. “The visit to FOODEX 2010 gave me the opportunity to view new, innovative products produced by other competing countries,” commented Bahri. The participants also visited the Ota Wholesale Market and famed Tsu-

kiji Wholesale Fish Market in Tokyo. “I learned a lot from the visit to Ota Market, including varieties of imported and local produce; international quality standards such as for freshness, size, shape, color, etc.; and packaging, labeling, and cool-chain management including transportation. I also observed the importance of infrastructure development, hygiene, roles of wholesalers, and how auctions proceed,” commented Assistant General Manager Mohammad Rafiqul Islam, Hortex Foundation, Bangladesh.



At Ota Wholesale Market

Participants concluded that there are many methods to promote agrifood exports, including: information and/or product samples mailed, shipped by air, or uploaded to a Web site; promotion campaigns in wholesale and retail outlets; and participation in international trade expositions or exhibitions like FOODEX. They also commented that the APO should continue this type of project as SMEs and small-scale food producers and traders in many Asian countries do not have sufficient information and resources to promote their products in overseas markets. 🌀

Program calendar

June

Republic of China

Multicountry Observational Study Mission on Applications of Biotechnology in the Production of High-value Crops, 28 June–2 July 2010.

► Objective: To review the current status of applications of biotechnology in agriculture, assess its contribution to improving productivity, and identify high-value horticultural crops.

► Participants: Researchers and consultants in government and private organizations, officials of government and industry associations involved in promoting and regulating the biotechnology business, and entrepreneurs and managers of biotechnology-based enterprises.

e-Learning Course on Food Safety Management and Food Traceability

(via the Global Development Learning Network of the World Bank Platform)

Phase 1: 7–10 June for Fiji, Indonesia, Malaysia, Philippines, and Thailand

Phase 2: 5–8 July for Cambodia, IR Iran, Lao PDR, Mongolia, and Vietnam

Phase 3: 20–23 July for Bangladesh, India, Nepal, Pakistan, and Sri Lanka.

► Objective: To equip participants with the knowledge and skills to implement a modern food traceability system to meet ISO22005:2007 requirements and identify critical success factors in the food industry.

► Participants: Managers or officials of food industry associations and SMEs; government officials, professors, teachers, researchers, and scientists; and consultants involved in food safety management.

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.

New officer in the Secretariat

Muhammad Idham bin Mohd. Zain joined the Industry Department of the APO Secretariat effective from 7 March. After receiving a BHSc in communications, the Malaysian native previously spent nine years at the Malaysia Productivity Corporation, where he was involved in numerous training and consultancy projects. Productivity areas of special interest include 5S, total productive maintenance, and the ISO series. Muhammad Idham is already appreciated by Secretariat colleagues for his calm good humor. He is married with two daughters and enjoys photography in his spare time. While at the Secretariat, he hopes to gain more knowledge and experience, especially in managing and handling international projects, as well as help other countries achieve greater socioeconomic development.



APO/NPO Update

New APO Alternate Director for Republic of Korea

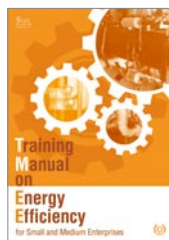
Mr. Jae Hoon Chung, Director General for Industry and Knowledge Economy, Office of Industrial Economic Policy, Ministry of Knowledge Economy, the Republic of Korea, was appointed new APO Alternate Director for Republic of Korea, w.e.f. 17 February 2010.

New NPO Head, APO Alternate Director, and APO Liaison Officer for Nepal

The Secretariat was informed on 10 March 2010 that Mr. Pushpa Kumar Karki, Officiating General Manager, National Productivity and Economic Development Center, Nepal, had been appointed new NPO Head, APO Alternate Director, and APO Liaison Officer for Nepal w.e.f. August 2009.



New APO publications

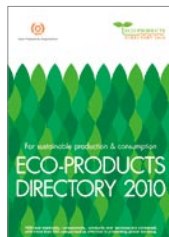


TRAINING MANUAL ON ENERGY EFFICIENCY FOR SMALL AND MEDIUM ENTERPRISES

APO 127 pp. February 2010

ISBN: 92-833-2399-8 (print edition)

ISBN: 92-833-7084-8 (e-edition)



ECO-PRODUCTS DIRECTORY 2010

Containing 1,000 eco-materials, -components, -products and services

APO 549 pp. March 2010

ISBN: 92-833-2404-8 (print edition)

ISBN: 92-833-7089-9 (e-edition)

Recruitment announcement

The APO is seeking a highly qualified Program Officer in the Industry Department of its Secretariat. Candidates must have demonstrated competency in a similar position, be enthusiastic about improving productivity in the Asia-Pacific region, take a comprehensive strategic viewpoint, and have a strong sense of responsibility. We welcome those with experience in the productivity movement who enjoy working with various nationalities from different cultural backgrounds.

Candidates must be citizens of APO member countries, in excellent health, and preferably between 30 and 40 years of age. Salary will be commensurate with qualifications and experience, tax exempt in Japan for international recruits, plus other benefits. Appointment will be on fixed-term basis for two years and renewable thereafter upon mutual consent.

Please send your curriculum vitae together with a recent photo (4 cm × 5 cm) and a short statement in English explaining why you are applying and how you are qualified for the post. Applications must reach the APO Secretariat by **25 April 2010** via postal mail or e-mail. Only those who are shortlisted will be contacted.

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Please visit the APO Web site at www.apo-tokyo.org for information on the mission and work of the organization.

Productivity conferences on successful demonstration companies in Pakistan


APO demonstration projects showcase practical applications of productivity tools and techniques in the industry, service, and agriculture sectors. These projects represent a concerted effort by demonstration companies, national productivity organizations (NPOs), the APO, and designated experts to establish models of productivity improvement. The outcomes can then be shared with other enterprises within the country as well as with other APO member countries for greater multiplier effects.

Pakistan is a recent beneficiary, after hosting a demonstration project on Six Sigma and Total Productive Maintenance. "The project started in November 2008 with the arrival of APO expert Masaji Tajiri to assist the two selected companies: Nishat Mills Private Limited, a weaving unit; and Interloop Private Limited, a hosiery manufacturer. The project was successfully completed in August 2009, providing both companies with enormous potential for future improvement in terms of productivity and monetary savings," explained General Manager Ejaz Rasul Chawdhry of the NPO, Pakistan.

In an effort to communicate the success of the project more widely, the NPO, Pakistan organized national conferences in two major cities, Lahore and Karachi, on 17 December 2009 and 8 February 2010, respectively, in collaboration with the All Pakistan Textile Mills Association, Lahore Chamber of Commerce and Industry, and Federation of Pakistan Chambers of Commerce and Industry (FPCCI). Leading industrialists, association members, and senior officers from public-sector organizations attended to hear presentations by demonstration company representatives.

The recent conference held in Karachi was attended by Federal Minister for Industries and Production Mir Hazar Khan Bijarani, who inaugurated the conference by stress-

ing that the "NPO should reach out and expand its services to Sindh, Punjab, Balochistan, and Sarhad provinces." FPCCI President Sultan Ahmed Chawla delivered the welcome address, while NPO Pakistan CEO Khawaja Muhammad Yousuf briefed the participants on the APO and the role of the NPO Pakistan. At the conference CEO Yousuf told participants that he was reorganizing the NPO and developing increased linkages with public- and private-sector stakeholders. "We believe that for enhancing regional and national competitiveness, Pakistani industrialists/experts should implement the concepts of total productive maintenance," he explained, confirming the commitment of the NPO to offer technical assistance and consultancy to ensure productivity improvement domestically.

Innovation and Quality Manager Syed Salman Masood and Best Practice Officer Sajeel Siddique, NPO, Pakistan, who were assigned to the demonstration companies, presented an overview of the projects and the details of productivity tools and techniques adopted by the companies. 

Contributed by Manager Innovation and Quality Syed Salman Masood, NPO Pakistan.



CEO Yousuf (L) presenting a memento to Federal Minister Bijarani (2nd R)

People behind the scenes: Nora Ekaliana

The details are important. The bigger the task, the more important attention to detail and scrupulous preparation become. At the beginning of March, the APO held its biggest annual event, the Eco-products International Fair (EPIF), in Indonesia. This year's EPIF had the most exhibitors and about 90,000 local and international visitors. The conference in conjunction with the EPIF had around 300 participants. One key person working behind the scenes at the EPIF 2010 was Nora Ekaliana, Head of the Indonesia Productivity Improvement Center, under the Indonesian Ministry of Manpower and Transmigration.

"Nora was always quick in responding to e-mail and taking any necessary action. I was also very impressed with her wide network of connections within government ministries and private industry. She expertly managed the meeting arrangements to promote the EPIF and provided invaluable advice on how best to approach and invite local exhibitors," said a Secretariat staff member.

Like many other NPO, Indonesia staff, Nora assumed many roles during the preparations for and during the EPIF 2010. She frequently travelled to

Tokyo for discussions and promotional events, assisted in the run-up to and holding of the conference, promoted the events among local companies and industries to ensure their participation, and coordinated the arrangements for attending VIPs. "Despite a hectic schedule and enormous pressure, Nora was always pleasant and maintained her composure. She remembered every detail discussed at the meetings and took proper follow-up action in a very professional manner," commented a colleague.

Nora credited the success to the other staff of the NPO Indonesia and the Secretariat team, "all of whom worked so hard" to manage the event. She is now back in her usual busy routine. As the Head of the Productivity Improvement Center, she is in charge of managing planning formulation, conducting the human resources development program, promoting productivity improvement and productivity consultation, and overseeing training courses. While she enjoys her job, she also likes seeing friends, singing for fun, and window shopping. The APO News can confirm that she is a great singer and dancer after many in Tokyo witnessed her after working hours. 