



APO NEWS

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Malaysia hosts 52nd Governing Body Meeting

The 52nd Session of the APO Governing Body (GBM) took place in Kuala Lumpur, the Malaysian capital, 20–22 April 2010. The GBM brought together 50 delegates and advisers from 19 member countries as well as eight observers from the Colombo Plan, Pan African Productivity Association, Kenya, Nigeria, and Turkey.

This year's GBM took up important agenda items. They included determining the amount of total membership contributions for the 2011 and 2012 biennium, reviewing the Secretariat's proposed cost reductions, and electing a new APO Secretary-General who will assume the position from September this year.

The meeting had a lively discussion on the APO preliminary budget for the 2011–2012 biennium. Due to the economic growth of member countries in 2006, 2007, and 2008, the apportionment of membership contributions had changed considerably. A number of countries saw their membership contributions increase by 20% to 30%, with a few experiencing a 40% increase. At the end, the meeting approved a 0% increase in the amount of total membership contributions for 2011 and 2012, and the contributions by member countries will continue to be calculated using the current contribution formula. The meeting also agreed to undertake a concurrent review of the membership calculation formula by a task force on a timetable to be decided by the Secretary-General.

In explaining the cost reduction proposals submitted by the Secretariat, which would entail drastic salary cuts for all Secretariat staff members, Secretary-General Shigeo Takenaka stressed that staff were the most important assets to the organization. Therefore, the reduction should be seen as an emergency measure. The meeting adopted the proposal with the condition that these measures would be reviewed within two years to ensure long-term sustainability of the organization and the morale of staff members.



APO Alternate Director Mohd. Razali Hussain delivers a welcoming address at the GBM in Kuala Lumpur 20 April 2010.



APO Secretary-General Shigeo Takenaka (L) chats with Malaysian Minister of International Trade and Industry Yang Berbahagia Dato' Sri Mustapa Mohamad during a group photo session at the GBM 20 April 2010.

The Governing Body unanimously elected Ryuichiro Yamazaki to be the next APO Secretary-General. He has a long, distinguished career with the Ministry of Foreign Affairs of Japan, serving, among other posts, as Japan's Ambassador to Vietnam and the Philippines. Secretary-General designate Yamazaki will assume office from mid-September 2010.

The inauguration ceremony opened with a welcome address by Mohd. Razali Hussain, Director General of the Malaysia Productivity Corporation (MPC). After welcoming the delegates and guests, Razali Hussain praised the APO for its contribution to "the expansion of opportunities for cooperation and greater socio-economic development of countries in the Asia-Pacific region." He also shared the MPC's progress in leading the productivity movement nationwide: "The MPC, an agency under the Ministry of International Trade and Industry, has made significant progress and advanced to become a full-fledged productivity, innovation, and competitiveness organization with international linkages." (Continued on page 5)

Summary of the annual report of the Secretary-General to the GBM

After welcoming directors, advisers, and observers to the 52nd Governing Body Meeting (GBM), APO Secretary-General Shigeo Takenaka expressed gratitude to the Government of Malaysia for hosting the meeting in “rapidly developing yet green” Kuala Lumpur. He also thanked Director General Mohammad Razali Hussain, Malaysia Productivity Corporation, and his team for their hard work and meticulous preparations.

An important item on the GBM’s agenda was a decision on the total membership contributions for 2011 and 2012, and the Secretary-General stated that the Secretariat’s intention was to ensure that the 2011–2012 budget was substantially the same as for 2008 because most member governments wanted to maintain or expand APO activities. However, he acknowledged that member countries whose economies did well in the last three years and whose membership contributions would consequently increase might feel differently and called the 52nd GBM “a good opportunity to dwell on this issue and have a thorough discussion among member governments.”

To ameliorate the effects of the sharp rise in the value of the yen against the US dollar, he explained that the consequent gap between revenue and expenditure in 2011 and 2012 would be filled almost solely by reducing Secretariat personnel costs, with an average salary reduction of 18%, in an effort to avoid major increases in the amount of membership contributions for some countries. “Because we can start the reduction measures only from the beginning of July this year, the impact in 2010 will be only half of what we can expect in 2011/2012,” he stated, which is why the Secretariat proposed tapping the working capital fund to cover the shortfall in the 2010 budget. The Secretary-General hoped that member governments would understand the enormous impact of yen appreciation on administrative costs and the unprecedented sacrifice that Secretariat staff were prepared to make.

As the 2010 GBM was the final one of his term, Secretary-General Takenaka summarized achievements over the past six years from the administrative and organizational perspective. First, he called attention to the reorganization of the Secretariat



Secretary-General Shigeo Takenaka

from six departments to four approximately three years ago. The layout change of the Secretariat office in conjunction with the reorganization not only avoided a rent hike by reducing the space by 25% but also facilitated communication and cooperation between departments. In hindsight, the Secretary-General believed that the commitment to continue the functions of the abolished Environment Department and Information and Public Relations Department had been honored, since environment-related activities remained vigorous and information and public relations had improved. For example, the English and Japanese Web sites covered more news in a more timely fashion, with more photos, and the number of visitors to the English site had doubled in the past three years.

Second, the Secretary-General referred to the introduction of the performance-based staff appraisal system three years ago, stating that, “I believe that the new system has contributed to the improvement of the Secretariat’s overall work culture and staff motivation.” Appraisal of officers was assisted by the introduction of a new, more systematic project report system in late 2006. The format covers six points, of which the final one is suggestions and recommendations by the officer for future improvements and follow-up. “It has

become a very good medium for officers to propose new, innovative ideas within the Secretariat,” pointed out Secretary-General Takenaka, citing the introduction of Category B/C projects and expansion of e-learning projects as examples.

The third point raised was progress in financial discipline with greater clarity, efficiency, and accountability. This allowed mid-year calculations of budget available for the rest of that year to hold additional projects. In 2006 and 2007, eight additional projects were held; in 2008, four; and in 2009, two. Secretariat officers had also worked hard to avoid project postponements or cancellations, the Secretary-General noted, saying that, “The overall result has been to maximize the benefits to member governments.”

After reviewing previous personnel cost-cutting measures, Secretary-General Takenaka described the deep salary cuts currently proposed and his concern about their long-term impact. “In an organization like the APO, the quality of people working in the Secretariat plays a crucial role in determining the quality of activities,” he stated and called staff members “the most important assets to any organization.” He felt that recruiting the type of professionals needed would not be facilitated by the personnel cost reduction measures. Therefore, the Secretary-General emphasized that the proposed measures were emergency ones and sought the understanding of member countries after the situation had stabilized, when the salary cuts would be revised for long-term sustainability.

Turning to revenue other than membership contributions, the Japanese government had to discontinue the special cash grant for the APO’s African Program. Fortunately, the Government of the Republic of China had stepped in to fund it in 2010. Moreover, the Republic of Korea had resumed its special cash grant program for 2010. “We truly appreciate these generous gestures,” Secretary-General Takenaka said.

As significant developments after the last WSM, the Secretary-General cited the Eco-products International Fair held in Jakarta, Indonesia, in early March, which had more than 160 exhibitors and over 90,000 visitors. He thanked the Indonesian government for its wholehearted cooperation.

Another development was the publication of the third *APO Productivity Databook* in early April, in which total factor productivity was computed for seven member countries and labor productivity for 12. "This puts the APO firmly on the map as a depository of reliable labor productivity statistics on our region," he declared. The last development was progress in research on knowledge management (KM). A trilogy of practical texts on KM, with the final two scheduled for publication later this year, would make the APO "a unique center disseminating the benefits of KM to SMEs around the world," reported Secretary-General Takenaka.

In concluding, the APO had become a "leaner, functionally more efficient, and financially more disciplined organization," stated the Secretary-General. "With the help of member governments, I can assure you that the Secretariat will continue to work hard to improve efficiency and increase benefits to our members," he pledged and thanked member governments for their support during his Secretary-Generalship. 🌀

New APO Chair and Vice Chairs

The 52nd Session of the APO Governing Body elected APO Director for the Republic of Korea Dr. Dong Kyu Choi (2nd/L) as APO Chair for 2010–2011. APO Director for Lao PDR Somdy Inmyxai (C) and APO Alternate Director for Malaysia Mohd. Razali Hussain assumed the position of First and Second Vice Chairs, respectively. On the left is APO Administration and Finance Department Director Dr. A.K.P. Mochtan.



Comment board



*Officer **Shafiq R. Bhuiyan**, CSR Resource Mobilization, CSR Center, Bangladesh.*

Participant, e-learning course on Knowledge Management (KM) Concepts and Practice: Phase 2, 2–5 March 2010.

"Knowledge starts with people and ends with people. This is the most important thing we learned from the course. We are very thankful to the APO for organizing the course in which we learned that KM is nothing but the effective, systematic

transfer of knowledge through human networks. KM is not an entirely new concept, but rather the targeted harmonization of knowledge as a factor of production and the management of the organizational environment to support individual knowledge transfer to a collective knowledge base. With the immense popularity of corporate social responsibility (CSR) in Bangladesh, effective implementation of KM can be an important tool to ensure smooth operations for any organization to sustain itself in the long term. On behalf of the CSR Centre, we are quite optimistic about organizing customized workshops on KM for private-sector organizations to support them in achieving corporate excellence. The e-learning course was a worthwhile experience as it surmounts geographic barriers. We look forward to the face-to-face course in Bangladesh for a more comprehensive platform for sharing and learning the effective practices of KM."

*Director **Abdul Rashid Bahri**, International Trade and Export, Federal Agricultural Marketing Authority, Malaysia.*

Participant, multicountry observational study mission on Export Promotion of Agrifood Products, Japan, 1–6 March 2010.

"All participants could learn and share information and experiences regarding agrifood export and promotion. The strategies adopted by different countries provided us with different dimensions and more options to replicate their

success. Along with the speakers' lectures on market penetration strategies, I found the site visit programs very useful and helpful. The visit to Ota Wholesale Market, in particular, was really informative in that I learned how an auctioning system works, either manually or electronically. Since my country is in the final process of introducing an electronic auctioning system in the fresh fruit and vegetable wholesale market in the middle of this year, the experience provided me with insights on how to develop the current system. The visit to FOODEX 2010 was also a great opportunity for me to see new, innovative products. I think that some of the items can be produced by our SMEs at more competitive costs. I am planning to make a presentation focusing on new findings and suggestions to improve our present system, which, I hope, will be implemented by my organization."

*Environmental Practitioner **Eric A. Raymundo**, Raymundo Environmental Management, the Philippines.*

Participant, training course for Energy Auditors, India, 22–26 March 2010.

"The cutting-edge knowledge and skills acquired in the training course have helped me build my confidence, as well as that of my fellow participants, as practitioners in the field of energy efficiency (EE). The course was a follow-up program to the e-learning course held in 2009 which provided basic knowledge and understanding of energy audits. Through this face-to-face training course, participants were exposed to practical issues, problems, and challenges that we may encounter while conducting energy audits in the field. Everything that I learned will definitely benefit a project that I am currently working on in the Philippines, the Zero Carbon Resorts Project, focusing on EE and renewable energy. To enhance our competency in the field, however, we need more experience. Therefore, together with Marlon Pareja, a fellow course participant and technical program director of the De La Salle University Environment Department, we plan to work on a proposal for the NPO of the Philippines to seek further assistance from the APO using its services such as the Development of Demonstration Companies and Technical Expert Services."



Productivity methodologies, tools, and techniques

Business process reengineering—Prof. James C. Chen

Business process reengineering (BPR) was first introduced by Michael Hammer, a former professor at the Massachusetts Institute of Technology, in an article published in *Harvard Business Review* in 1990 (Reengineering Work: Don't Automate, Obliterate, July–August 1990, pp. 104–112). Hammer and James Champy defined BPR as the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed. Since then, many enterprises, from high-tech industries such as semiconductors to traditional ones such as footwear and apparel, and from assembly-line sectors to logistics operations have been applying BPR to improve their productivity and competitiveness due to more severe global competition and to combat economic decline over the past two decades.

The key to BPR is to look at the business processes from scratch and determine how an organization can best rebuild those processes to improve their performance. BPR differs from continuous improvement (CI) in that BPR redesigns future business processes from a “clean slate” perspective by getting rid of current work practices, but CI designs it based on the modification of current business processes. Consequently, BPR has a higher risk in implementation but holds the possibility of significant improvement. On the other hand, CI has a lower risk due to gradual and/or partial change but the expected improvement is limited.

BPR does not guarantee successful implementation. Successful BPR case studies have been widely reported, while failed ones have not. It is estimated that there is a 50% to 70% failure rate of BPR projects with either unsuccessful efforts or no significant benefit gained. As a result, BPR needs to be performed in a systematic, rational manner.

Successful BPR implementation requires strong support from the top management, since it emphasizes the fundamental rethinking and radical redesign of business processes. A dramatic change in business processes is impossible without the authorization from the top management, and this is the most challenging issue in BPR practice, accounting for a significant percentage of failed BPR projects.

It was reported that in tens of BPR projects in footwear and apparel factories in recent years the following improvements were typically observed within one year:

- Greater than 10% increase in units produced per man-hour;
- Greater than 5% increase in the on-time delivery rate;
- Greater than 50% decrease in lead time;
- Greater than 50% decrease in work-in-process level;
- Greater than 5% decrease in equipment down time; and
- Greater than 3% decrease in unit cost.

BPR is generally executed in phases. Several versions of typical BPR phases are shown in the following table.

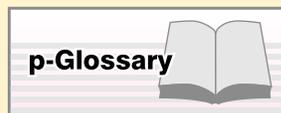
Table. Typical phases in a BPR project.

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Team alignment	Process diagnosis	Process redesign	Implementation	
Identify core process	Evaluate core process	Design process	Implementation	
Develop vision and process objective	Assign project manager	Evaluate current process	Apply information technology	Design and develop process
Vision	Kickoff	Diagnosis	Redesign	Implementation and evaluation
Preparation	Identification	Vision	Planning	Conversion
SWOT analysis	Critical success factors	Strategy	Process definition and design	Competitiveness design
Customer requirements	Analyze process	Benchmarking	Design process	Implementation and evaluation
Target/KPI setting	Project kickoff	Process diagnosis	Process redesign	Implementation and evaluation
BPR team formation	Project kickoff	Process design	Integration	Evaluation
Set goal	Brainstorming	Evaluate process	Design process	Implement

Yesterday's competitive advantage becomes today's basic requirement of survival. CI is insufficient in many cases, and BPR is therefore adopted to speed up the improvement in productivity and competitiveness in response to the dramatic, rapid changes in the business environment in recent years. Effective, efficient integration of BPR and CI is encouraged. 🌀



Contributed by Professor James C. Chen, Department of Industrial Management, National Taiwan University of Science and Technology, Taiwan, Republic of China. Chen is the founder of Inforeverest (IET), PouChen International Group, and was an expert for the APO TES Program.



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

Ecotourism on Oahu

Spurred by economic growth and aggressive campaigns, tourism in the Asia-Pacific region is increasing rapidly. The downside, however, is the possible negative impact on ecosystems and local communities. What is the solution? Ecotourism can protect the environment and resources, improve local livelihoods, and stimulate the economy. The rich cultural and biological diversity of the Asia-Pacific has great potential for ecotourism. Increased business opportunities in rural areas and accumulated revenue can help governments conserve and regulate for natural resource protection and rehabilitation.

The APO, in collaboration with the US State of Hawaii Department of Business, Economic Development and Tourism and Hawaii Ecotourism Association, deputed a nine-country study mission to Oahu, 15–10 March, to observe the latest trends and developments in ecotourism in the Aloha State, which has developed its rural communities in an innovative, sustainable way. Participants attended presentations by Assistant Specialist Dr. John H. Cusick, Environmental Center, University of Hawaii, and Interim Associate Dean Dr. Linda J. Cox, Associate Director for Extension, University of Hawaii Manoa, College of Tropical Agriculture and Human Resources.

Site visits began at the Kaala Farm Culture Learning Center, where participants toured ancient gardens, learned about early Hawaiian survival methods, and observed training for at-risk youths in the ways of their ancestors. Agrotourism, workforce development, and community building were demonstrated at the Kahumana Organic Farm and Café, which provides transitional homes for families. Outdoor activities, educational tours, and local hiring were underway at Kualoa Ranch.

Nearly three million annual visitors and neglect had damaged once-famed Hanau-

ma Bay. Crowd control systems protecting and preserving the marine ecosystem have now made it a prime ecotourism attraction. “Hanauma Bay’s nature preservation, visitor management, and education system were enlightening,” reported Taehoon Kim, East Asia Inter-Regional Tourism Forum Secretariat Specialist, Republic of Korea, noting the importance of cooperation between the private and public sectors.

Neb Samouth, of Cambodia’s Ministry of Tourism commented,

“I learned a lot of new things and discovered the scope of ecotourism. The experience will help greatly to develop ecotourism in Cambodia.” “It is useful and applicable to see the development of ecotourism in the modern-day USA, and how recovering lost pieces of history can shape ecotourism of the future,” enthused Weera Bumrungrsee, Association of Thai Travel Agents.

“The study mission was an eye-opener for both participants and organizers,” stated Secretariat Agriculture Program Officer Muhammad Saeed, who organized the study mission. “Participants took home useful lessons and insights. As a follow-up, the Hawaii Ecotourism Association is planning to organize an Asia-Pacific Summit on Ecotourism in 2011.”



Dalani Tanahy, Executive Director of Kaala Farm, demonstrates making poi from taro, a staple of the native Hawaiian diet

Malaysia hosts 52nd Governing Body Meeting

(Continued from page 1)

APO Alternative Director for Japan Kazuo Sunaga presented the opening address as the Acting Chair of the APO. Speaking on the current global economic situation, he mentioned a list of roles that the APO should play to address future challenges and difficulties. “I am confident that with its vibrant network of member countries, the APO will emerge from this challenging phase to become stronger and more effective than ever,” stated Acting Chair Sunaga. The meeting was also graced by Malaysian Minister of International Trade and Industry Yang Berbahagia Dato’ Sri Mustapa Mohamad, who delivered the keynote address. He introduced various efforts that the Malaysian government had made to support future growth as well as successful examples in other Asian countries. “Productivity will continue to be featured prominently to ensure that Asia remains productive, competitive, and innovative, which is even more compelling in the context of a highly competitive, globalized world such as today’s,” concluded Minister Mustapa Mohamad.

During the plenary session, APO Director for the Republic of Korea Dr. Dong Kyu Choi was elected APO Chair for 2010–2011, with APO Director for Lao PDR Somdy Inmyxai and APO Alternate Director for Malaysia Mohd. Razali Hussain assuming the position of First and Second Vice Chairs, respectively.

In his annual report to the meeting (*see page 2 for a summary*), Secretary-General Takenaka explained the backgrounds to the Secretariat’s proposals being submitted

for decisions at the meeting. He also briefed the meeting on what had been achieved and what remained to be done during his two terms as head of the Secretariat in the areas of reforming the organization and its programs and activities.

GBM delegates also exchanged ideas and views on regional productivity issues. This year, Directors were invited to make presentations on the theme of the APO’s thrust areas. This topic was chosen to enable the APO to remain relevant and effective in fulfilling its mission. A special presentation on Malaysia’s New Economic Model by Tan Sri Dato’ Dzulkifli bin Abdul Razak, Vice Chancellor, Universiti Sains Malaysia, and a member of the National Economic Advisory Council, offered more food for thought in the field of national innovation and competitiveness.

“The Secretariat will study these valuable inputs carefully in order to translate them into practical programs and activities,” promised Secretary-General Takenaka in his closing statement. Referring to the difficulties that the meeting faced in major agenda items, he said, “If the APO remains relevant to the needs of the member countries and if the kind of cooperative spirit that has been displayed in this GBM is maintained, I am confident that our organization will be able to overcome any difficulty.”

Japan will host the 53rd GBM in 2011, when the APO will celebrate its 50th anniversary.

KM outreach through an e-course

Knowledge has become a key driver conferring a competitive advantage, along with productivity, quality, and innovation. Recognizing the vital importance of knowledge management (KM) to member countries, in 2008 the APO formed an expert group to develop an APO KM framework suitable for SMEs. Following the acceptance of the framework, another expert group was established to develop the KM training curriculum that formed the basis for the e-learning course on KM Concepts and Practices.

The course, conducted through the World Bank's Global Distance Learning Network, expands the opportunities for member countries to develop their KM capacities. It was held in three phases during February and March for 15 member countries. "The course was targeted at a wider audience already involved in KM. In total, a record 359 nominations were received from the targeted countries, of which 310 successfully passed the exam and completed the requirements of the course," reported Secretariat Research and Planning Program Officer Kamlesh Prakash. He added that blended courses involving e-learning and traditional follow-up projects were innovative, efficient, and had wide outreach.

The course was structured in four modules covering KM theory, practices, and

examples to familiarize participants with the APO KM framework, implementation approach, and methods, tools, and techniques. The main faculty from Japan, Singapore, and the Philippines made interactive presentations involving exercises and case studies of KM. "Knowledge management is the discipline of enabling individuals, teams, and entire organizations to create, share, and apply knowledge to better achieve their objectives," explained Senior Consultant Naoki Ogiwara, Knowledge Dynamics Initiatives, Fuji Xerox Co., Ltd., Japan. In his presentation, Ogiwara also introduced 20 essential KM tools and techniques including brainstorming, expert locator, storytelling, document libraries, blogs, social network services, and knowledge cafés, which are "simple, practical, easy to use, and extremely powerful."

Director Praba Nair, KDi Asia, Singapore, emphasized the importance of people in KM summarizing the entire course: "To change the way we work, we need to challenge the technology, reinvent processes, and expand connections. The leverage here is people. Knowledge begins with people and ends with people." APO efforts to promote KM and offer the methodology to practice it will continue in a face-to-face follow-up training course scheduled for May. New KM publications now in progress will emphasize practical use of KM, especially in the SME context. ☺

e-Marketing of agricultural products

The Internet has changed the world. In line with other sectors, retail businesses have taken up e-marketing, or Internet marketing, expanding outreach to customers beyond their conventional shopping districts. A global market is now accessible to any business with a Web site. Agroindustry is no exception. However, because agricultural products are perishable, numerous considerations for effective marketing are required. Proper handling and packaging, timely delivery, storage conditions, and knowledge of Internet operations and marketing are crucial. Farms in Asia tend to be small in scale, and exposure to information and communication technology (ICT) and education may be limited. The promotion of agroproduct e-commerce in the region necessitates the active involvement of the public and/or private sector to develop infrastructure and provide information and ICT training.

"The Korean government concluded that without governmental support at the initial stage, agroproduct e-commerce would not successfully take off," explained Dr. Junghoon Moon, Assistant Professor, Department of Management Science, Korea Advanced Institute of Science and Technology, at an APO training course on e-Marketing held in Seoul, March 15–19. "Agroproduct e-commerce," he told the group, "eliminates middlemen's fees. It means more profit for farmers and lower prices for consumers."

The five-day course was attended by representatives of small- and medium-scale agribusiness enterprises, farmers' associations, and governments from 13 member countries, encompassing the basic principles and current practices in the marketing of agricultural products via the Internet, as well as the design of Web pages and online-based promotional materials. Speakers described the concepts and principles of e-commerce, e-business, and e-marketing, and their applications to agribusiness. Workshops and hands-on training were included, and after three days of classroom discussion, field studies provided participants with a first-hand look at the advanced use of ICT in the Republic of Korea's agribusiness sector.



Learning marketing strategies at Garak Market

The group visited Seoul's Garak Wholesale Produce Market, a popular trade center for fresh fruit and vegetables, and watched demonstrations of e-auctioning. They continued to the Agricultural and Marine Cyber Exchange Center, seeing in real time how e-marketing can be effectively utilized by the farming community.

"It was an excellent program by the Korean team," confirmed Principal Consultant Shaik Abdul Kahder, SAK Consultants and Associates, India, the chief resource speaker in the course. "It was a demonstration of their commitment to e-marketing for agribusiness and showcased significant accomplishments to date. All the course participants contributed and shared their countries' experience, and it was a great learning opportunity for me as well." ☺

Program calendar

July

Malaysia

Training Course on Providing Advisory and Training Services to Women on the Management of Micro- and Small-scale Agrofood-processing Enterprises, 26–31 July 2010.

► Objectives: To equip participants with knowledge of and skills in the use of selected productivity management tools and techniques to enhance their ability to provide advisory services and training to women in the management of micro- and small-scale agrofood processing enterprises; and to disseminate such knowledge to member countries through the development of a manual on the applications of these tools and techniques.

► Participants: Consultants, trainers, and/or extension officers of governmental and nongovernmental organizations, academics, and representatives of industry associations involved in training women.

Philippines

Training Course on Standards and Certification Systems for Organic Food Production and Processing, 12–17 July 2010.

► Objectives: To enhance participants' knowledge of standard setting, inspection, and certification processes for organic food production and processing.

► Participants: Entrepreneurs, managers, and officers of SMEs involved in the production, marketing, and trade of organic products; officials of government, organic industry associations, and NGOs or academics involved in regulation, promotion, and extension activities for organic products; or consultants involved in auditing and inspection of organic food production and processing.

USA

APO Study Mission to a Nonmember Country on Innovations in Food Products, 27 June–1 July 2010.

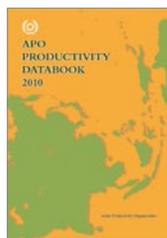
► Objectives: To study approaches and tools for introducing innovations in food products and the latest trends in packaging, labeling, promotion, and marketing of innovative food products.

► Participants: CEOs and managers of agribusinesses and agrifood processing and trading companies, or senior government officials, consultants, scientists, and academic faculty members involved in agribusiness development and agrifood processing and exporting.

Please 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 APO publication



APO PRODUCTIVITY DATABOOK 2010

New edition of the *APO Productivity Databook* series

APO 142 pp. April 2010

ISBN: 92-833-2405-6 (print edition)

ISBN: 92-833-7091-0 (e-edition)

APO/NPO Update

New NPO for Mongolia

The Secretariat was informed that the establishment of a new NPO for Mongolia had been completed w.e.f. 1 April 2010. Details of the new NPO are:

Name: Mongolia Productivity Organization
Location: Trade Union Building (Room 211), Suukbathar Square
Postal address: P.O. Box 828.14201 Ulaanbaatar-46
Phone/fax: 976-11-310982
e-Mail: npo-mongolia@mongol.net

New NPO Head and APO Liaison Officer for Mongolia

Mr. Delgertsogt Davaadorj, Director, and Ms. Otgonchuluun Dorj, Vice Director, of the Mongolia Productivity Organization, were appointed new NPO Head and APO Liaison Officer, respectively, w.e.f. 1 April 2010. The contact phone number and e-mail address of Ms. Dorj are:

Phone: 976-11-310982
e-Mail: apoliaison@mongol.net, d_otch@yahoo.com

New APO Liaison Officer for Nepal

Mr. Rajendra Ratna Bajracharya, Branch Chief, National Productivity and Economic Development Centre, Nepal, was appointed new APO Liaison Officer for Nepal, w.e.f. 16 March 2010.

New NPO Head for Nepal

Mr. Khem Raj Kunwar, General Manager, National Productivity and Economic Development Centre, was appointed new NPO Head for Nepal, w.e.f. 8 April 2010.

New APO Liaison Officer for Singapore

Mr. Dave Lim, Head, Planning, SPRING Singapore, was appointed new APO Liaison Officer for Singapore, w.e.f. 1 April 2010.

Photo op



Malaysia's Ministry of International Trade & Industry Advisor Dato' Nik Zainiah Nik Abd. Rahman, former NPO Head and APO Director for Malaysia (2nd/L), is all smiles posing with Secretariat Industry Department Acting Director Setsuko Miyakawa (L), Philippine APO Director Margarita R. Songco (2nd/R), and Secretariat Agriculture Department Senior Program Officer Joselito C. Bernardo after she was made an APO Honorary Fellow during the Governing Body Meeting, Kuala Lumpur, 21 April 2010.

APO Productivity Photo Contest 2010

The August deadline is approaching for this year's APO Productivity Photo Contest. We're waiting for pictures that illustrate efforts in productivity (people working together for improvement in agriculture, industry, schools, communities... there are topics all around us). For details, see our Web site (www.apo-tokyo.org).



Pursuing human-centered productivity: My New KPC Vision



Dr. Choi (L) in the KPC office wearing casual attire

The morning bustle on a working day in a city like Seoul can be a nightmare. Senior Project Manager Kwang Yoon Lee, CEO Academy, Korea Productivity Center (KPC) had mornings

worse than most since he drives two children to the nursery. "I fought the clock to reach the office on time," admitted Lee. Now Lee's mornings are more relaxed, thanks to the "flexible time" system introduced by the KPC last year. He can report to work 30 minutes later and leave 30 minutes later than colleagues. "It really helps a lot," confirmed Lee. "My share in childcare is more stable. Most training programs I oversee are in the late afternoon or evening, so the system suits me."

This flexible time system is one measure adopted to make the KPC a "cheerful workplace" under the My New KPC Vision project launched by

Chairman and CEO Dr. Dong Kyu Choi on 1 July 2009 as part of 52nd anniversary commemorations. Dr. Choi has promoted human-centered productivity since he took office in December 2008. My New KPC Vision fulfills the mission of "contributing to national economic development through productivity improvement founded on respect for humanity and the best knowledge services."

The My New KPC Vision task force comprised 21 staff representing each department. They came up with strategies to enhance the KPC's role as a "knowledge creator, public innovator, and cheerful workplace," including flexible time, casual dress, think days (one- or two-month sabbaticals), family days, and free attendance in KPC training courses.

"There was some hesitation or uncertainty in practicing all the new strategies in the beginning. However, Dr. Choi encouraged staff by appearing in casual dress from day one. Now it feels natural and comfortable," commented Project Manager Seung-won Choi, PR and Membership Team. KPC staff agree that the work culture and organizational loyalty were enhanced following the implementation of My New KPC Vision and believe that it reflects the basis of human-centered productivity. ☺

People behind the scenes: Yoshikazu Kihira

The man behind the *Eco-Products Directory*

"Polite, respectful, open-minded, reliable, a whiz with data, figures, and analysis" and "the proper Japanese gentleman, shy but funny when you get to know him" are how colleagues describe Secretariat Industry Department Program Officer Yoshikazu Kihira, the person behind the *Eco-products Directory*.

"The *Eco-products Directory* provides a wealth of information on available eco-products for companies or governments looking for suppliers," says Kihira, who joined the APO in 2007 and has since been working on its content and distribution. The directory is sent to member country governments, environment-related organizations, and eco-product exhibitions, as well as environment ministers of Australia, New Zealand, the EU, North America, and other Asian countries.

Although there is no exact definition, "eco-products" generally refer to environmentally friendly items. Since 2004, the APO has published the *Eco-products Directory* each year, offering a comprehensive guide to eco-products and -services currently available on the market; 3,400 have been included to date. The 2010 edition offers listings of 1,000 leading-edge eco-products, with clear explanations of their features.

The 2010 directory defines eco-products as "products and services that comply with environmental regulations or are environment-friendly, reflecting manufacturers'

voluntary efforts to care for the environment." Besides industrially oriented items, products and services related to agriculture, tourism, and finance are included, as well as eco-businesses aimed directly at environmental impact reduction. Many of the listings include environmental labels that state product features to inform and appeal to consumers, certifying that items are eco-products in compliance with the independent standards set by countries, regions, organizations, and industry associations.

"We want to promote the directory extensively among all APO member countries through their NPOs. We want to expand the number of entries to benefit everyone who is concerned about our environment," Kihira explained. "Many NPOs are not very heavily involved in environmental matters, but we need to find more eco-label organizations in the region. Despite different environmental criteria among member countries, we would like to move ahead and seek more support from major companies." A study meeting is to be held in Seoul in September to discuss how to adjust the eco-criteria. The APO seeks to enhance its network with the public and private sectors to publicize the directory, especially by utilizing the private-sector network of the Japan Productivity Center, where Kihira was previously employed for 17 years.

In his free time, the tireless program officer enjoys trekking in the mountains with his wife. ☺

