

APO NEWS

Information to Make a Difference in Productivity



Certificate-based e-course on the Occupational Health and Safety Management System: Enroll now

The APO first started exploring the use of information and communication technologies (ICT) for productivity promotion in 2002 by organizing a seminar on Multimedia for Productivity Promotion and Enhancement with Special Focus on e-Learning in the Republic of China. After studying the efficacy of e-learning and the ability of member economies to access it, e-learning modes, including web-based live sessions, videoconferencing, and self-learning, have been utilized more widely. Beginning in 2006, and in line with calls by member economies to use IT for increased cost-effectiveness, wider outreach, and greater APO visibility, the APO embarked on a full-fledged integration of e-learning courses with face-to-face projects.



On the self-learning front, nine e-courses on various subjects like total quality management, integrated management systems, Green Productivity, biomass energy, environmental management systems, and medical waste management have been made available on the APO's website since 2006. Although hundreds of individuals took these courses, certificates were not issued as these courses were simply designed for educational and awareness purposes.

However, there is increasing interest in e-learning courses offered by the APO through videoconferencing and the web. More than 5,000 participants have taken courses and received certificates since 2006. The APO therefore decided the time was right to offer certificate-based self-learning e-courses. A Secretariat team assigned by the Secretary-General to develop a structured, certificate-based self-learning e-course led to the introduction of the pilot certificate-based self-learning e-course on the occupational health and management system (OHSAS 18001:2007), which opened for enrollment on 1 July 2011.

This course is open to all who register, free of charge, at <http://www.apo-elearning.org/> until October 2011. Participants follow a simple process of self-registration and then study nine modules covering the purpose and structure of OHSAS 18001; understanding implementation, operation, checking, and management of the system; and planning, conducting, and reporting audits and follow-up actions. The course also provides additional reading materials for comprehensive understanding. Four self-assessment quizzes and the final examination are taken. Most participants can easily complete the course in two to three weeks. Certificates are awarded to participants who receive 70% or higher on the final exam.

Encouraging results and feedback have so far been seen in the one and one-half months since its launch. More than 1,425 have registered for this course, with the list of participants still growing. While 95% of the participants come from APO members, the rest are from Europe, the Middle East, Africa, and North America. They come from industry, academia, NGOs, consultants, government organizations, industrial associations, NPOs, audit firms, the health-care sector, and science and engineering research institutions. The promotion of this course by the NPOs and APO Secretariat staff is a significant factor in the initial success, which has provided the APO the widest outreach ever for a single project.

The advantages for participants are clear: they need not apply for leaves of absence or travel and can comfortably take the course at their own pace and in their own space; and 99% agreed that the course content was engaging and they would be able to apply the lessons at work. The positive feedback received from participants (*see box*) who successfully completed the course has encouraged the APO to develop more such courses and consider participant suggestions to make the courses interactive. *Contributed by K.D. Bhardwaj/APO Industry Department.*

Participants' comments:

"Overall, the APO e-learning system is excellent as it provides cost-effective learning methodology and technology. I am looking forward to more e-learning modules from the APO." *Zauyah Tarmizzi, Malaysia*

"It was an absolutely fantastic experience. The learning was very inclusive and relevant to my area of work. It has certainly helped me to understand the intent of the series. With the organization that I work for currently nearing completion of an integrated aviation management system, and OHSAS being one of the guidelines that we have integrated, this learning experience has certainly helped me and my colleagues. Thank you sincerely for offering me this opportunity." *Owen Handyside, Fiji*

"Very impressive. I have learned a lot and notice the similarities to quality management systems in the audit process." *Poloko Thobega, Botswana*

August–September 2011
Volume 42 Number 5
ISSN: 1728-0834

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Economic growth and social development based on productivity

By Delgertsogt Davaadorj, Director, Mongolian Productivity Organization

Mongolia joined the APO as its 18th member in July 1992. In 1993, the National Productivity and Development Center (NPDC) was designated Mongolia's NPO and established as an NGO. In December 2009, the NPDC was reorganized and its name changed to the Mongolian Productivity Organization (MPO), operating under the Ministry of Social Welfare and Labor. This organizational transition was helpful in implementing productivity-related activities following government policy and improving cooperation between the private sector and labor unions.

Introduction

The world today realizes the significance of improving productivity, and it has become common for organizations to use different methods and indicators to identify, analyze, and solve problems that affect productivity and performance in the workplace. Management plays a key role in implementing the company mission and strategies and controlling daily business activities to raise levels of company performance in the future.

Recently, companies in Mongolia have begun to relate their business performance to the growth of the national economy by increasing their involvement in socially responsible activities. A large part of the economy's GDP is accounted for by "net wealth" or "net value added" created by the business (private) sector. While business profit growth directly depends on productivity growth, productivity growth also becomes a resource for socioeconomic growth. Through this mutual relationship, the business sector is responsible for continuously contributing to sustainable socioeconomic development of the country.

Productivity framework

The concepts of economic growth, national competitiveness and the private sector, and net labor productivity are interlinked. When an appropriate labor strategy is in place, the economy stands to gain from potential improvements in productivity. The policy on productivity needs to be responsive to the nature of problems and must consider the country's growth level and potential and institutional capacity. There is no fixed formula for fully understanding the relationship among these factors but it is important that each one be fully evaluated. For example, to increase the employment rate, the focus may be directed to newly created production sectors and their requirements for investing in skill development. Therefore, irrespective of the development level of countries, there are two important challenges: 1) how to accelerate the growth of productivity and 2) how to distribute the results of productivity gains.

In terms of accelerating the growth of productivity, according



to a recent publication of the International Labour Organization, there is a direct connection between productivity level and number of job vacancies. It is important for Mongolia to speed up the rate of productivity improvement as a strategy for poverty reduction. It is necessary to reduce disguised unemployment on a wide scale. Productivity increases are not limited only to human resources productivity but also depend on investments in productivity. The country's millennium development goals target a decrease in the number of citizens living in poverty to 50% of the 1990 level by 2015, and the main indicator for measuring whether this goal is reached is higher productivity. To achieve poverty reduction, the country needs an elaborate labor policy that will address the multiple goals of:

- Creating an ideal environment for ensuring the sustainability or stability of companies;
- Creating human capital with strong basic education and professional skills;
- Creating appropriate job opportunities;
- Improving cooperation and discussion between workers and management; and
- Addressing the special needs of the agriculture and informal service sectors.

In terms of distributing the profits of productivity, each country has a unique development path, but in all cases it is important for the people to have equal access to the benefits from higher productivity. The reality, however, is that inequality among the population is increasing because of differences in development levels within the country. This inequality can cause a slowdown in development in future. The poor are especially affected because they cannot afford proper education, training, healthcare, and financial services. Because of limited opportunities, the poor work in less productive sectors, limiting their access to benefits of the educational system and capital. Companies need to allocate resources for training and development from their profits. Unless part of profits is reinvested in human resources development, poverty will not decline even though productivity

increases. It has been shown that development is not consistent when inequality is prevalent. Policymakers are often faced with the question of how to maintain economic growth and employment level growth in the same direction.

Productivity is the soul of competitiveness and innovation

Trends show that a nation's economic growth and social development are based on productivity improvement. Productivity, which is a unified indicator of economic and social development, is the main foundation for competitiveness and the process of innovation. In many ASEAN members, indicators of productivity, competitiveness, and innovation are improving. Between 1996 and 2007, productivity in ASEAN rose by 45.5% compared with only 14.1% in the rest of the world.

In 2010, Mongolia ranked 99th among 130 countries in the Global Competitiveness Report. Mongolia's agriculture sector and mining and extractive industry have long been the main economic breadwinners. But GDP growth in industry between 2000 and 2010 remained at 5.7–5.9%, which shows almost no movement. In 2010, 85% of human resources were working in the agriculture and service sectors, while the mining and extractive industry accounted for the remainder.

Innovation has a broad definition and its features are profitability, consistent processes, and matching of the results with market demand. Innovation based on knowledge is an important economic factor. In many countries, the policy on innovation has been institutionalized, such as the "process of innovation" in Russia, "support for the technology industry" in Japan, and "technological innovation and research" in Hungary, which all espouse the usage, reproduction, and dissemination of industrial technology.

In Mongolia's case there is a weakness in the overall environment for promoting innovation. There is still a vacuum in leadership of innovation waiting to be filled. It is therefore critical to create a policy environment for innovation to increase competitiveness in the industrial, education, finance, service, and science sectors. There are several emerging, urgent needs such as: 1) establishing a system to use new knowledge and technology and to integrate the results of innovation in the economic cycle; 2) creating a social and legal environment for facilitating the process, financing, and regulation of innovations, including the formation of new departments and commissions to oversee regulation of and policymaking on innovation and technology; 3) enhancing the capacity of our national science center to create and disseminate know-how to producers and businesses; 4) developing standards for products, so that they can compete in international markets;

and 5) establishing focused funding programs such as a profession and skill fund and productivity development fund and encouraging the creation of training associations for professionals.

Despite these gaps, applications of new technology are increasing in different industries in Mongolia, which indicate that, given the right environment, there is opportunity for expanding the role of innovation in improving economic performance of the country. Technology development may then become a key factor in Mongolia's future economic growth. There is potential for Mongolian industries to use new technology in the mass production of high-value products using the country's natural resources and raw materials such as cashmere and wool to raise them to international market standards. The government needs to support both the creation of new technology and its importation from other countries.

MPO's strategic directions for the present and future

Economic integration and interrelationships are challenging in Mongolia. Countries everywhere are competing for natural resources. While large economies like PR China and India are growing rapidly, some industrialized countries are losing their market shares, unable to benefit from the region's growth. Mongolia must adopt strategic methods to increase productivity to survive in these economically challenging times.

The MPO has been executing its activities in support of government policies on economic and social development. The MPO believes strengthening the economic and social development policies of the country must be based on productivity concepts. The long-term direction of the MPO is to contribute to improving Mongolia's economic competitiveness. As an APO member, the main objective of the MPO is to gain advanced knowledge and experience from other members and to expand cooperation.

The MPO is focusing on the following directions: 1) managing with measurement and ensuring that "learning for productivity" occurs; 2) organizing activities that promote a productivity consciousness not only among top-level officers but also among the society at large; 3) developing productivity trainers and establishing guidelines for training courses, while encouraging trainees to share experiences; and 4) preparing a record of Mongolian innovations as part of research activities. The MPO further believes that creating an environment that is conducive for innovation to flourish is a key issue and will explore innovations in products, processes, marketing, and organizations in its programs.

With the APO as a partner, the MPO has cooperated with Mongolian companies in promoting productivity initiatives. Jointly, the MPO and APO have implemented over 500 projects on improving operational management. Companies continue to enroll in the projects offered, but more support from government is needed. It is essential for the MPO to seek greater cooperation with other government agencies. Additionally, the MPO is also preparing a national-level government productivity program with the Office of the Minister of Social Welfare and the National Development and Innovation Committee as a step in incorporating productivity-based concepts in the country's economic growth and social development plan. 

Delgertsogt Davaadorj obtained a Bachelor's in Labor Economics from Kiev University, Russia, and a Master's in Economics from Yokohama National University, Japan. Prior to becoming Director of the MPO, he was a senior expert at the Institute of Economy under the Mongolian Academy of Science and served as Director of the Policy and Coordination Department, Cabinet Office; Department Director of the State Property Committee; and Vice Minister of Environment and Nature of Mongolia.

e-Learning course on integrated management systems

Organizations today face many risks when trying to maintain quality performance. To avoid such risks, management practices must be approached from different directions using diverse sets of requirements to develop a more holistic strategy for improving operations. Many organizations worldwide have taken initiatives to set up integrated management systems (IMS), and the APO region could benefit from a deeper understanding of how to utilize an IMS approach.

Such needs were addressed in the e-learning course on Integrated Management Systems (ISO 9001, ISO 14001, and OHSAS 18001) organized by the APO using the World Bank's Global Development Learning Network platform. This course was conducted in two phases, 4–7 July and 22–25 August 2011, and attended by a total of 230 participants from Bangladesh, Cambodia, Indonesia, IR Iran, Malaysia, Mongolia, Nepal, Pakistan, the Philippines, and Sri Lanka.

During this four-day course, participants were asked to examine the benefits and challenges of IMS through conceptual and practical approaches. In the first two days, APO experts Jimmy Chua and Yi Yan Lee, from the Independent European Certification (M) Sdn. Bhd. of Malaysia, guided the group through basic concepts of an IMS and then examined the integration of ISO 9001, ISO 14001, and OHSAS 18001 as an example of combining management systems for addressing the quality, health, environmental, and safety requirements of an organization. On day 3, participants visited local organizations to learn about their IMS experiences. The conclusions of participants on the challenges and benefits of IMS for an organiza-



APO experts Yi Yan Lee and Jimmy Chua (L–R) with the Malaysian group in phase 1 of the e-learning course on IMS. Photo courtesy of MPC.

tion, as well as recommendations for maximizing the IMS approach, were shared during group presentations on the final day of the course.

Upon completion of the course, a participant from Malaysia stated that she would "propose the concept to top management with advantages and disadvantages." "I will actively participate in the IMS implementation process of the company," noted another participant from Bangladesh. Ma. Theresa A. Agustin, the local coordinator for the Philippines, commented that the course was "...an enriching and enjoyable learning opportunity. A great deal of learning was gained both from online and offline sessions." *Contributed by Y. Yamashita/APO Industry Department.* 



Customer experience management: How to stand out in a crowded market

Our lives are full of experiences. Some we remember vividly years after the fact. Like the first time my son Matthew was able to ride a bicycle without training wheels: I will never forget the look of pure joy on his face when he finally succeeded. Customers are people, so it should not come as a surprise that they, too, react emotionally after an especially good or bad experience with a business. When customers are pleasantly surprised, they are more likely to return again and refer their friends and colleagues. This so-called loyalty effect is what propels business growth for companies of any size.

In CustomerThink's research on US consumer experiences, we found that after just one memorable experience, 19% of happy customers said they had purchased more products/services and nearly one-third said they had recommended the company to a friend or colleague. Negative experiences had the opposite effect: 20% of unhappy customers said that they had switched to another supplier and 25% said that they had complained to a friend or colleague. The rising popularity of social media and other online resources means that good or bad news travels faster and farther than ever before. That makes it all the more critical to ensure that your customers have positive experiences with your business.

Managing "moments of truth"

If you are stuck in a commodity trap fighting for sales based mainly on price, then consider focusing on the customer experience to stand out from your competitors. Consider these personal examples:

- For grocery shopping, we have many options to choose from locally. Yet 70% of our household's money is given to Trader Joe's, because it has interesting selections and friendly staff who really enjoy serving customers.
- When I shop for electronics, I usually go to Best Buy. The products are available from many retail outlets and online. However, Best Buy stands out because its employees always help me find the right solution without aggressive selling.
- Our family dentist is a 30-minute drive from our house. Why do we go there when there are other dentists within walking distance? Because the dentistry practice was recommended by our friends. Sure enough, the dentist and his staff have done a great job, both in terms of technical proficiency and their friendly competence.

Every day, your customers are making decisions like these on where to buy their goods and services. Their "experience" means their perception of all of the interactions with your company, including marketing, selling, purchasing, usage, and service/support. In other words, if the products or services are *what* you are selling, then experiences are *how* you are inter-

acting with your customers. These interactions really matter. CustomerThink research has found that customer experience is about 40% of what customers value, or about equal to the purchased product or service. In developing markets, where products and price may have more weight, customer experience can still play a differentiating role when customers have several similar choices that are priced competitively.

In the 1980s, Scandinavian Airlines CEO Jan Carlzon found that executives were too concerned about the type of aircraft they were flying and were ignoring what mattered to customers. He focused the airline on improving passengers "moments of truth," which included the entire flying experience from reservation to the flight to collecting bags at the final destination. Today we call this customer experience management (CEM). Simply put, CEM means proactively managing customer interactions to build loyalty to your firm. As you will see, to "manage" experiences you must understand customer perceptions, focus on improving interactions, and deliver what you promise through your employees.

Three steps to CEM success

Larger companies have more complicated processes, which can make it difficult to figure out exactly which "touchpoints" need improvement. For example, CEM researcher and trainer Sampson Lee found that credit card customer experiences had 39 different touchpoints across seven different stages: image, application, card usage, promotions, gift redemption, repayment, and service. However, smaller businesses can apply CEM principles without elaborate methodologies or expensive technology. Here are three steps that will help you get started.

1) Listen: Invest in a "voice of customer" program

Sometimes it is hard to understand how your business is perceived. As the Polish proverb goes: "A guest sees more in an hour than the host in a year." Large enterprises are investing in technologies to receive customer feedback through surveys, social media, websites, and other channels. However, if you are running a small business, you can get useful feedback with little time and effort.

Start by taking some time from the daily routine to walk through the entire process your customers go through. Informally interview your customers and ask for feedback on what they like and do not like about doing business with your firm. You could also hire someone to be an "undercover" customer at your firm and key competitors or assign a new employee to this job. You may be surprised to find that after just a few interviews, some common frustrations are revealed. Furthermore, you will also start to get ideas on how to create new customer experiences to stand out from your competition.

2) Improve: Fix what is broken, then wow!

It sounds obvious, but sometimes you can stand out from competitors just by having fewer problems. Getting rid of experiences that detract from customer loyalty is a necessary step. Sprint, a US mobile telecom company, achieved unwanted notoriety in 2007 by "firing" its unprofitable customers. But it failed to account for the media backlash and did not address the core issues of why those customers were calling. Sprint engineered an impressive turnaround by systematically uncovering and fixing customer service problems. As a result, the company dramatically improved its customer satisfaction rating, reduced costs, and increased customer retention rates.

Still, doing exactly what customers expect will not be memorable for long. Innovation is also a key part of any growing business. For creative, low-cost ideas, read about the Purple Goldfish Project (<http://www.marketinglagniappe.com/blog/1001-examples-of-lagniappe/>) to learn how a little something extra can make a big difference. For example, Doubletree Hotels gives away freshly baked chocolate chip cookies to guests at check-in. Wow!

3) Deliver: Hire nice people, empower them to serve

It is certainly important to do things correctly. But it is equally important to have employees who interact pleasantly with customers. During our research we asked consumers to write about why their experiences were memorable, and the most common factor mentioned was friendly employees. Furthermore, your business will be perceived as more customer centric if employees have the authority to take care of problems immediately. During a recent hotel stay, I experienced slow service for my order. The waiter noticed the problem and offered a free beverage for the inconvenience, without asking permission from the boss. This is an example of how an empowered employee turned a negative experience into one that I talk about in my keynote speeches.

In summary, CEM can help your business compete in a world of increasingly commoditized products and services. To succeed, listen to your customers, focus on creating memorable interactions, and be sure that your business is staffed with friendly, competent, empowered employees. ☺



Bob Thompson is the CEO of CustomerThink Corp., an independent research and publishing firm focused on customer-centric business management, and Founder/Editor-in-Chief of CustomerThink.com, the world's largest online community dedicated to customer-centric business. He is a popular keynote speaker, blogger, and author of numerous publications. Learn more by visiting www.customerthink.com.

Horticultural supply chain management for greater market access

The horticulture sector in the Asia-Pacific region is growing fast. Most horticultural producers in the region are, however, smallholders faced by the challenges of inconsistent supply of a uniform quality of produce, lack of economy of scale, increasing competition, low farm-gate prices, and increasing emphasis on safety, quality assurance, and environmental management systems to gain access to high-end markets like the USA, EU, and Japan.

To acquaint participants with recent developments and global trends in the horticultural sector as well as with the knowledge and skills to assure quality, safety, and competitiveness in fruit and vegetable chains, the APO in collaboration with the Food and Agriculture Organization of the United Nations organized a training course on Supply Chain Management for Horticultural Crops in New Delhi, India, 1–6 August 2011. The National Productivity Council with technical and financial support from the Ministry of Agriculture, Government of India, implemented the course. A total of 26 participants from 11 countries along with four resource persons from the Agricultural and Food Marketing Association for Asia and the Pacific, Fiji, India, and Malaysia attended.

A series of training modules and discussions on various good practices of

postharvest fruit and vegetable operations included global and regional trends, strategies to enhance competitiveness in supply chains, managing product quality and safety, harvesting and postharvest handling operations and facilities, monitoring and traceability of

produce, and logistics management and transportation systems. The participants were then asked to develop action plans to improve horticultural supply chains in their countries. Mother Dairy Fruit & Vegetable Pvt. Ltd., Mangolpuri Plant, Delhi, hosted a site visit where participants observed good practices of postharvest handling of fruit and vegetables in action. Contributed by M. Saeed and Y. Endo/APO Agriculture Department. 🌱



Dr. Rosa Rolle from FAO Bangkok speaking on “Managing Quality and Safety” in the training course on Supply Chain Management for Horticultural Crops. Photo APO/Y. Endo.

Growth thought leadership: Global connection for going green and innovation

Two TES projects were held in the Republic of China (ROC), 14–19 June 2011, on Best Practice Network for Innovation and Sustainable Growth, attended by 67 delegates from government agencies, industries, and academia; and Growth and Opportunities in the Consulting Sector, attended by 102 executives from various business consultancies. The workshops were attended by Director Su Wen Ling, Division of Management Consulting, SME Administration, Ministry of Economic Affairs, Government of the ROC, and Director Johnson Lin, of the China Productivity Center (CPC) and other senior bureaucrats from the Industrial Development Bureau (IDB), Ministry of Economic Affairs, and CPC. Topics included capacity building in SMEs and the consulting sector, sharing of best management practices, benchmarking for green competitiveness, and green buildings and alternative energy.

The initiatives taken by the ROC and IDB for green technology and sustaina-

ble development were discussed, along with the importance of cleaner production techniques and innovations in computers, solar energy, green buildings, and e-waste and other waste. The ROC with its strong SME manufacturing base needs to focus on innovations and commercial applications of those innovations, explained Lin. Universities and research institutions are working with the CPC to design various short courses in benchmarking, sustainable practices and innovation, life cycle assessment, and product service systems.

The importance of green growth and sustainable development was highlighted with specific reference to Asian countries, where exports are essential for growth. Sustainable development through green growth involves carbon management, alternative energy, recycling, and reuse. The Indian experience in these areas was presented, which emphasizes the triple bottom line approach with the poor as key stakeholders. Sustainable agriculture, energy supply and demand, water and waste management, sustainable master planning, and green building initiatives in India were explained. In addition, specific case studies of green buildings with cost-benefit analysis were discussed.

The workshop was followed by industrial visits to innovative companies and a glass cluster. Those innovative companies follow the principles of recycling, reusing, and greening products. Most of the ROC’s SMEs are part of the supply chain of large companies and their future is directly linked to them. The importance of creating a brand was illustrated in the site visits, and participants discussed various avenues for exploring markets and brand management practices with the SME owners. Contributed by Bankim Bhatt, CEO, Bisman Fintech P. Ltd, India. 🌱



APO representatives at ASUSTek Computer, ROC. Photo courtesy of B. Bhatt.

Risk assessment for food and agricultural products

With growing consumer awareness of food safety in both domestic and export markets, farmers, the food manufacturing industry and other stakeholders in food supply chains are increasingly required to pay more attention to measures for ensuring the safety of their products. Governments are also expected to implement more stringent food safety policies to protect consumers. However, these food safety policies and measures must be based on sound scientific risk assessment. Recognizing that many Asian developing countries are not necessarily competent in undertaking the risk assessment of food and agricultural products, the APO organized a training course on Risk Assessment for Food and Agricultural Products, 18–23 July 2011, in Kuala Lumpur, Malaysia. The Malaysia Productivity Corporation was the local organizer. The course was attended by 18 international participants from 12 countries and six Malaysian participants.

The training course kicked off with a two-day workshop focusing on Risk Assessment and Management of Microorganisms led by Dr. Fumiko Kasuga of the National Institute of Health Science, Japan. The participants studied many types of foodborne pathogen, basic methodology for risk assessment of microorganisms, and practical examples of risk assessment using a statistical model. The subsequent three days were devoted to a mini course on risk assessment and management of pesticide residues conducted by Denis Hamilton

of Australia, which taught the basic theoretical framework to determine maximum residue levels (MRLs) of pesticides and how to interpret data observed in field trials. The final day was spent learning about the risk assessment and management of veterinary drugs from Dr. Koji Oishi of the National Veterinary Assay Laboratory under Japan's Ministry of Agriculture, Forestry and Fishery. The participants gained knowledge of how to determine MRLs of veterinary drugs and about the registration and management system of veterinary drugs through Japanese case studies. *Contributed by Y. Endo/APO Agriculture Department.*



Hamilton guiding a group exercise on pesticide residues in the training course on Risk Assessment of Foods and Agricultural Products. Photo APO/Y. Endo.

Balanced scorecard for improved company performance

The Vietnam Productivity Centre, in cooperation with the APO, conducted a five-day training course on The Balanced Scorecard (BSC), 15–19 August 2011, in Hanoi. The BSC is a strategic planning and management system for integrating all business activities into an organization's vision and strategy. It also involves adding nonfinancial performance measures to provide a complete view of organizational activities. The BSC approach helps organizations to clarify their vision and strategy, translate them into objectives and initiatives that drive both behavior and performance, and provide systematic feedback on “balanced” measures so that organizations can continuously improve performance.

The training course, with a total of 24 participants from 16 APO members, was organized to train BSC practitioners in the development, application, and



Participants with Nozaki during a BSC case study discussion. Photo APO/A. Kritchai.

Four pillars of competitiveness

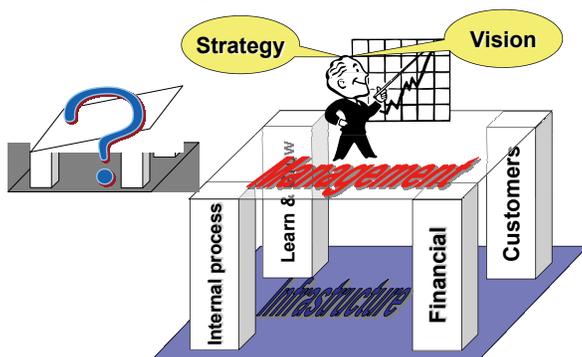


Figure. Balance of four perspectives in the BSC approach. Reproduced with permission from T. Nozaki.

evaluation of strategic management systems using the BSC approach. Two key experts, President Toru Nozaki of the Business Excellence Institute of Japan and Senior Consultant Shaharum Ashaari of the Malaysia Kaizen Institute discussed the BSC development process; concept of “balance” from the financial, customer, internal process, and learning and growth perspectives (Figure); and application and evaluation approaches.

Part of the course was a visit to the offices of Baoviet Financial and Insurance Group. Baoviet is the leading financial-insurance group in Vietnam and was the first insurance company incorporated in the country. Established in 1965, it now has a network of more than 145 branches across 64 provinces nationwide and has been accredited as one of the top 25 enterprises in the country by the state government. During the site visit, participants learned first-hand the application of the BSC approach. *Contributed by A. Kritchai/APO Industry Department.*

Register for the APO Eco-products Directory 2012 and Database

The APO *Eco-products Directory* and Database are comprehensive listings of products and services designed to help minimize impacts on the environment and mitigate the effects of global warming offered by companies and organizations within the Asia-Pacific region. The directory, published every year since 2004, and the database, launched online since 2010, aim to contribute to more sustainable development in the Asia-Pacific region by promoting the concept of green purchasing and introducing various environmentally friendly products and services to businesses, consumers, and government agencies.

The APO invites all enterprises in the Asia-Pacific region to register their eco-products, eco-technologies, and eco-services for listing in the upcoming APO *Eco-products Directory 2012* and Database.

Please visit the registration website at <http://www.w-post.jp/epd2012/entry/en/> for more details. The deadline for registration is Friday, 21 October 2011.



Photo news



APO Regional Awardee 2011 H.E. Fidel V. Ramos receiving an Eco-products Directory 2011 from APO Secretary-General Ryuichiro Yamazaki while visiting the Secretariat on 2 August 2011. Photo APO/A. Donaire.



Six Tunisian participants visiting the Secretariat during a Japan Productivity Center program on 12 July 2011. They heard a presentation on the APO's strategic directions by Administration and Finance Department Director Sherman Loo (R) and on APO activities, especially the African Program, by Industry Department Director Setsuko Miyakawa (4th from L). Photo APO/A. Donaire.

APO/NPO Update

India

New APO Liaison Officer

Name: Mr. Gopal Prasad

Designation: Deputy Secretary, Department of Industrial Policy and Promotion, Ministry of Commerce and Industry

Effective date: 22 July 2011



Malaysia

New phone number of APO Liaison Officer

New direct phone number: (60) 3-7951-2491



Nepal

New APO Director

Name: Mr. Shanker Prasad Koirala

Designation: Secretary, Ministry of Industry

Effective date: 26 June 2011



Pakistan

New APO Alternate Director

Name: Mr. Agha Nadeem

Designation: Additional Secretary, Ministry of Industries

Effective date: 8 July 2011



APO Secretary-General Ryuichiro Yamazaki welcoming Fiji Ambassador to Japan H.E. Isikeli U. Mataitoga (L) to the Secretariat for a courtesy visit, 11 July 2011. Photo APO/A. Donaire.



APO Industry Department Director Setsuko Miyakawa delivering greetings during the #75 GIS Forum Tokyo/CRM Executive Forum Tokyo 2011 jointly organized by Research Environment for Global Information Society, Inc. and CRM Association Japan, 7 July 2011. Photo courtesy of CRM Association Japan.



KPC signs multilateral MOU

During the week of 30 May, utilizing the APO BCBN Program, former APO Chair Dr. Choi Dong-Kyu, Korea Productivity Center (KPC) Chairman and CEO, signed memoranda of understanding (MOU) with the China Productivity Center (CPC) and National Productivity Centre of Cambodia (NPCC). Dr. Choi traveled to Indonesia to conclude an MOU with the Directorate General of Training and Productivity Development, Ministry of Manpower and Transmigration. These MOU are intended to strengthen the collaborative working relationships among the organizations for the enhancement of their national productivity movements. The MOU state that each organization will cooperate in: development of human resources and joint training projects; exchange of productivity-related best practices, benchmarking, knowledge and tools, and information on productivity enhancement at the industrial level; and development of joint projects in productivity research, development, and promotion.

During meetings with government officials, executives of productivity organizations, and consultants from each country, Dr. Choi stated that the ROK's experiences in economic and productivity development and the KPC's expertise in training, consulting, the National Customer Satisfaction Index, Dow Jones Sustainability Index Korea,

and other business practices will be shared. "This joint framework holds great promise for member countries to enhance productivity in the Asia-Pacific region and develop more proactive relations with nonmember countries," Dr.

Choi noted. He pledged to support the NPCC in holding a two-day training forum for SME CEOs to help them grasp human-centered productivity. He also agreed to support the NPCC in introducing a Cambodian national productivity award system. *Contributed by Jun-Ho Kim, APO Liaison Officer for ROK, KPC.*



CPC Chairman Sheng-Hsiung Hsu (center) and KPC Chairman Dr. Choi (3rd from R) at the MOU signing ceremony. Photo courtesy of KPC.



CPC seminar on ISO 26000: Development of social responsibility

As a follow-up to the APO two-phase e-learning course on the social responsibility (SR) standard ISO 26000, the China Productivity Center (CPC) organized an advanced seminar in collaboration with the APO, 8–12 August 2011, in Taipei. CPC President Dr. Pao-Cheng Chang opened the



CPC President Dr. Pao-Cheng Chang (C) giving opening remarks. Photo courtesy of CPC.

seminar, attended by 18 international participants who performed outstandingly in the basic e-learning course and were selected to acquire in-depth knowledge of ISO 26000. "A broadly accepted definition of SR has so far remained elusive, and this ISO 26000 seminar seeks to deliberate on this issue," said Dr. Chang in his opening remarks. During the five-day seminar, the participants discussed core SR-related topics: the environment; fair operating practices; consumer issues; community involvement and development; human rights; labor practices; and organizational governance. The participants also visited Chunghwa Telecom and Taiwan Semiconductor Manufacturing Company to gain practical insights into SR in action. Encouraged by the seminar, the participants declared that they would make presentations on SR at home to disseminate the knowledge acquired. This seminar was facilitated by three APO and two CPC experts. *Contributed by K.D. Bhardwaj/APO Industry Department.*

52nd WSM to convene in Lao PDR

The 52nd Workshop Meeting of Heads of National Productivity Organizations (WSM), the APO's annual program planning exercise, will be held in Vientiane, Lao PDR, 18–20 October. This is the first time that Lao PDR, which became an APO member in 2002, hosts the WSM.

The Secretariat will brief the WSM on the new strategic plan approved by the 53rd Governing Body Meeting in April 2011 and present an evaluation report on 2010 projects. NPO Heads and Agriculture delegates will discuss productivity-related issues in their countries before proposing a line-up of relevant projects for the 2013–2014 biennium to the Governing Body for its approval.

