



APO *news*

Knowledge technologists: their expanding role

Knowledge workers are considered as necessary conditions and principal success factors for joining the knowledge economy. Within this knowledge workforce, the numbers of those referred to as "knowledge technologists" are anticipated to increase the most rapidly. Knowledge technologists are highly trained professionals who may spend more time working with their hands than with their brains. Their manual work, however, is based on a substantial amount of theoretical knowledge that can be acquired only through formal education, not through mere apprenticeships. Examples of knowledge technologists include software designers, analysts in clinical laboratories, manufacturing technologists, and paralegals.



Participants visiting Photonics Technology Institute

Knowledge management has been an APO thrust area since 2002, and numerous projects have examined the topic. The most recent was a symposium to examine the characteristics and socioeconomic implications of knowledge technologists in member countries, and how to develop them, in Gwangju, Republic of Korea, 24–27 May 2005. Seventeen participants from 15 member countries attended. The symposium discussions confirmed that knowledge technologists are empowered by formal knowledge. Specifically, it was acknowledged that the application of formal knowledge enables knowledge technologists to do their jobs better and allows them to do "the right thing at the right time." Many countries cite such indicators as the number of researchers, size of R&D budget, number of patents acquired, and number of scientific journal publications as the basis for estimating their population of knowledge technologists. Mastery of science and technology, however, is not the ultimate parameter; nor is it the sole determining qualification for knowledge technologists. Those graduating from liberal arts faculties, for example, have equal qualifications and opportunities to become knowledge technologists.

(Continued on page 5)

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August 2005

"The entrepreneur is essentially a visualizer and an actualizer... He can visualize something, and when he visualizes it he sees exactly how to make it happen."

Robert L. Schwartz

INSIDE

- 2.... p-Watch—Australia
- 3.... p-TIPS
- 4.... APO publication
- 4.... Common Sense Talk
- 5.... 5S and kaizen for the government sector
- 6.... NIPO celebrates 12th anniversary
- 6.... South African NPI representatives visit APO Secretariat
- 7.... p-Experts
- 7.... APO/NPO Update
- 7.... Program calendar
- 8.... Eco-products International Fair 2005

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Productivity and labor relations: an evolutionary change

The Australian government will soon make changes to the laws that regulate the labor market in the country. The changes have been foreshadowed for some time, but the Federal Government until recently has not had a sufficient majority in the Parliament to enact the legislation. As expected in a robust democracy, there is considerable debate on the changes, which promise to make labor more flexible and business better able to react to market conditions — in a nutshell, to create more jobs, higher wages, and a stronger economy.

“Productivity growth can generate higher incomes that are distributed among those who provide the labour or own the capital, land, etc. Benefits might also accrue in the form of lower consumer prices.”

The most significant changes will be the dismantling of the current wage-setting award system and the removal of the power to approve collective bargaining agreements from the Australian Industrial Relations Commission. The streamlining of the minimum wage and employment conditions award system will be handled by the new Fair Pay Commission being set up by the government. The government states that the new system will be contemporary and fair to both employers and employees. The reforms have the support of the employer and industry organizations.

The unions, on the other hand, are wary of the changes and oppose many aspects that they believe will reduce workers' rights, pay, terms, and conditions of employment. For example, they contend that almost four million employees in SMEs (firms with fewer than 100 employees) will lose their current protection from unfair dismissals under the proposals.



Other issues the unions are vocal about revolve around long-service leave provisions and strike actions in future requiring secret ballots by union members. The right of entry of union representatives to workplaces will also be reduced. This is of concern for unions because they have seen the erosion of union membership, with the rate falling from almost 60% to only about 20% of the workforce over the past 12 years. Therefore the visibility of unions therefore will probably be reduced.

A recent report from the Australian Bureau of Statistics (ABS) entitled *Measuring Australia's Progress* stated: “A nation that achieves productivity growth produces more goods and services from its labour, its capital, and its land, energy, and other resources. Productivity growth can generate higher incomes that are distributed among those who provide the labour or own the capital, land, etc. Benefits might also accrue in the form of lower consumer prices.”

The ABS report also states that “productivity improvement” is the outcome of a wide variety of interrelated influences at the level of the individual firm or industry. Key influences include technological advances and improvements in the quality of labor, or in management practices and work arrangements. National productivity may also improve with a shift of labor, capital, and other inputs away from firms or industries that produce less output for a given level of input (i.e., are less productive) toward firms that are more

productive. Such changes may in turn be promoted or assisted in the overall economic environment, such as increased levels of domestic competition, reduced barriers to resource reallocation, and greater openness to the international marketplace.

“National productivity may also improve with a shift of labor, capital, and other inputs away from firms or industries that produce less output for a given level of input (i.e., are less productive) toward firms that are more productive.”

During the past few decades, successive Australian governments have enacted reforms that have sought to create an economic environment favorable to increased competition, better allocation of resources, and more innovation. Previous key policy influences have included reduction of tariffs and other barriers to international trade, relaxation of barriers to international investment, changes in the structure and rates of taxation, domestic competition policy, and reforms of financial and labor markets.

These proposed workplace reforms are at the core of the new thrust for the next phase of national productivity improvement. Since 1996, real wages have increased by 14.7% and over 1.6 million new jobs have been created as the economy has grown because businesses have employed more staff. However, in the globally competitive world the government contends that Australia cannot stand still. If Australian workers and their families wish to continue to enjoy the benefits of low unemployment, job growth, higher wages, low inflation, and low interest rates, more needs to be done to ensure that the benefits keep flowing.

The key points of the Workplace Reform Plan are:

- New safeguards for wages and conditions of employment guaranteed by federal law;
- Encouragement of a cooperative approach in the workplace;
- Simpler, fairer, and more flexible workplace agreements;
- Safeguards for workers with a modern minimum “award” system;
- Protection for workers against unlawful dismissals;
- Preservation of the right to have a union negotiate a collective agreement if desired; and
- One set of national laws to cover workplace relations.

In answer to the union concerns, the government also says that it will not cut the present four weeks of annual leave, reduce award wages, abolish awards, remove the right to join a union, take away the right to strike, or outlaw union agreements. But it appears obvious that conditions that would be likely to come under review will include overtime payments, shift penalties, leave loading, public holiday loading, weekend rates, and redundancy payments. Some of these “awards” including long-service leave have been seen by employers as anachronistic and inhibiting the employment of more people, and may well over time change under the new arrangements.

Many contend that the present system of state awards is cumbersome and confusing, particularly for national and global organizations that operate across Australia. Under the proposed changes, state workplace arrangements will be “nationalized.” The real test of the integrity of the new system will be when there is an economic downturn and unscrupulous employers turn to “rationalizing” their workforces as a first action rather than seeking methods of waste reduction, cost reduction, and genuine productivity improvement. However, on balance most responsible employers and managers want to recruit and retain the best workforce to maintain a competitive edge. Time and productivity measurement will determine if these reforms work to the benefit of the entire Australian workforce. 🌀

Richard Barton is the Managing Director of Business Improvement Advisory Services. Previously he was the Business Process and Quality Management Executive for IBM in Australia & New Zealand. Prior to that he was General Manager with the Australian Quality Council. He has had a long and close association with the APO since 1992. Mr. Barton writes this column regularly for the APO News.



p-TIPS

A change for the better (Your company's secret change agents)

Hundreds of volumes have been written on the management of change. In their article “Your company’s secret change agents” in the May 2005 *Harvard Business Review*, Richard Tanner Pascale and Jerry Sternin argue that when changes in behavior and attitude are necessary, “positive deviants” within organizations who are already working more productively and solving problems more effectively in the same environment and with the same resources should be emulated. Forget top-down edicts on change; instead identify change agents already working anonymously in your organization. The authors recommend six steps, which have been followed by enterprises as diverse as Save the Children, Hewlett Packard, Coca Cola, and Genentech.

Step 1) Make the group the guru. Absolute dependence on leaders absolves team members from owning changes adopted. If innovators are just like every other employee, disbelief and resistance are more easily overcome. Many problems are best solved by line workers.

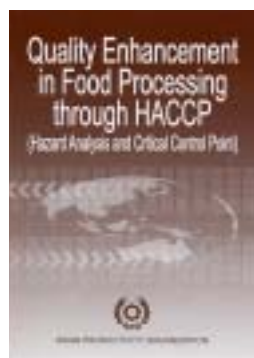
Step 2) Reframe through facts. Restating problems from different perspectives based on hard data offers opportunities for change. If group A is producing more than group B, find out how and whether its practices could be transferred.

Step 3) Make it safe to learn. Positive deviants should not be ridiculed for doing things differently if their way works. Similarly, acknowledging a problem should not implicate anyone in its origins. Authority figures must show that they are also willing to change and learn.

Step 4) Make the problem concrete. Show employees exactly what happens when a product does not function as advertised or a customer service representative is brusque. Don’t bury problems in PowerPoint presentations; demonstrate so that the challenge of solving them can’t be ignored.

Step 5) Leverage social proof. Publicize the accomplishments of your positive deviants and encourage others to attempt similar changes. People more often act themselves into a new way of thinking than think themselves into a new way of acting.

Step 6) Confound the immune defense response. People generally hate change, but when ideas come from within the community of employees, changes feel more natural. In-house solutions avoid the “transplant rejection” that outside best practices may meet.



QUALITY ENHANCEMENT IN FOOD PROCESSING THROUGH HACCP

(Hazard Analysis and Critical Control Point)

APO 184 pp. July 2005
ISBN 92-833-2360-2 (hard copy)
ISBN 92-833-7041-4 (e-edition)

The food industry in developed countries is expanding rapidly. At the same time, the industry is confronted with the challenge of remaining competitive in an international, quality-oriented market. Many developing countries in the region, however, have only a few food-exporting enterprises with modern quality assurance and improvement systems in place. Thus processed food products from such countries cannot compete successfully in the international market and those products have usually been relegated to lower-end markets or abandoned in some cases.

This situation demands immediate attention to improve the quality perception of the food-processing industry, particularly of the small and medium enterprises (SMEs) that constitute a large proportion of the industry in the Asia and Pacific region. This could be achieved by creating awareness among SMEs of modern quality assurance and improvement concepts such as hazard analysis and critical control point (HACCP), which has become the internationally recognized system for the management of food safety.

In response to this situation, the APO organized the study meeting on Quality Enhancement in Small and Medium Food-processing Enterprises through HACCP in New Delhi, India, from 26 February to 4 March 2002 in conjunction with the National Productivity Council (NPC) of India. The objectives of the study meeting were to: 1) review the present status of quality control in the food-processing industry, particularly in SMEs in member countries; 2) assess the perception and awareness levels of modern quality concepts with special reference to HACCP; and 3) identify issues and constraints in the wider adoption of HACCP and to suggest strategies to address such issues.

This volume contains a summary of the study meeting, five selected resource papers, and 16 selected country reports. The five resource papers and their authors are:

- 1) "International Development of Food Safety Systems and Marketing of Processed Foods" by Cornelis Sonneveld, Managing Director, Alesun Food Technology (The Netherlands);
- 2) "Quality Management Systems in Small and Medium Food Processing Enterprises-Experience of South Africa" by Sandra G.F. Keller, Managing Interquality Unit, Intertrading Ltd. (South Africa);
- 3) "GMP/GHP and HACCP Systems-Experiences of Small and Medium Food Processing Enterprises in Poland" by Maria Rozpendowska, Consultant, Quality Assurance Systems (Poland);
- 4) "Implementing HACCP in SMEs-Concept vs. Consumer Participation, Business Culture and Policy Approach" by K.V.R. Raju, Deputy Director (International Services), NPC (India); and
- 5) "HACCP Certification" by P.K. Sarkar, Director and Head, Food and Agriculture Department, and Parminder Bajaj, both of the Bureau of Indian Standards (India).

This publication is available both in hard copy and in the e-edition on the APO's Web site (www.apo-tokyo.org).

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

COMMON SENSE TALK



"Simplicity is knowing when less is too little and more is too much. Simplicity equals sanity."

John Maeda

"Some painters transform the sun into a yellow spot, others transform a yellow spot into the sun."

Pablo Picasso

"The entrepreneur is essentially a visualizer and an actualizer.... He can visualize something, and when he visualizes it he sees exactly how to make it happen."

Robert L. Schwartz

"The world is a book, and those who do not travel read only a page."

Saint Augustine

"I probably have traveled and walked into more variety stores than anybody in America. I am just trying to get ideas, any kind of ideas that will help our company. Most of us don't invent ideas. We take the best ideas from someone else."

Sam Walton

"The scientist is not a person who gives the right answers, he is one who asks the right questions."

Claude Levi-Strauss

"The ability to think straight, some knowledge of the past, some vision of the future, some skill to do useful service, some urge to fit that service into the well-being of the community-these are the most vital things education must try to produce."

Adrienne Rich

"Act as if what you do makes a difference. It does."

William James

"Just as appetite comes by eating, so work brings inspiration, if inspiration is not discernible at the beginning."

Igor Stravinsky

— 5S and kaizen for the government sector —

Kaizen may be the most well-known concept in Japanese management and has been a key to the success of manufacturing industries. Kaizen approaches employ various tools, including 5S, quality control circles, total quality control, total preventive maintenance, just-in-time inventory, standard work, and automation. These have all been useful in improving the three productivity dimensions of cost, quality, and speed. The core concept of kaizen is to eliminate the three Ms of *muri* (overload), *muda* (waste), and *mura* (inconsistency) from the workplace by more efficient utilization of labor, materials, and equipment.


Kaizen tools and techniques can be equally instrumental in the public sector, as government agencies are increasingly expected to produce better services with fewer resources. The APO, in conjunction with the Lao National Productivity Organization and with co-sponsorship from the Colombo Plan Secretariat (CPS), held a training course on 5S and Kaizen for the Government Sector in Vientiane, 22–28 May, with the objective of training trainers from the public sector so that they can in turn introduce the techniques in their own workplaces. Twenty-one individuals from 15 APO member countries attended, along with 15 local observers from various government ministries and agencies and one from the CPS. The presence of the Laotian observers reflects the strong interest of the host country in implementing 5S and kaizen. Vice-Minister of Industry and Handicraft Somboun Rasasombath gave the remarks at the opening ceremony, which was covered by the local English- and Lao-language press and local television.

The two resource persons spoke on: transforming the government sector into a strategic competitive advantage; step-by-step implementation; successful 5S and



(L-R) Soutchay Sisouvang, Deputy Director General, Department of Industry, Laos; Rasasombath; Ken Inoue, Director, Industry Department, APO; T. J. Arifeen, Colombo Plan Secretariat

kaizen in government; breakthrough organizational performance and change; integrating kaizen; applying kaizen to human performance; and performance measurement in government. The participants broke into small groups for discussions of how 5S and kaizen could be utilized in governmental organizations and prepared road maps for a kaizen excellence culture.

The United Nations Development Programme office in Vientiane welcomed the participants on a site visit and explained the details of its governance program in Laos. The Electricity Department, Ministry of Industry and Handicraft, also hosted a visit and briefed training course attendees on the department's work. 

Knowledge technologists (Continued from page 1)

As exemplified by the case of India, knowledge technologists appear in such forms as animation graphic artists or the range of linguists who are actively involved in back-office operations. Such back-office operations are quickly proliferating in various Asian countries due to the increase in the number of business process outsourcing arrangements by foreign-based corporations from around the world. It is widely recognized that knowledge technologists are strategic assets for corporations. Given the competitive edge that knowledge gives to an organization, knowledge technologists are assuming a central and strategic role. Therefore, the challenge for corporations and organizations is to integrate, unlock, and align the tremendous information and capabilities of knowledge technologists within the organization.

Integrating means allowing knowledge technologists to be both involved in and committed to the organization. This requires the organization to appreciate and value their standing as knowledgeable professionals by offering

them appropriate incentive systems and schemes. Alignment means channeling their knowledge and capabilities to meet the objectives and goals of the organization. Finally, unlocking means drawing out the store of knowledge and ideas within the pool of knowledge technologists and sharing them for organizational advantage.

The symposium participants suggested that these processes of integrating, unlocking, and aligning knowledge technologists would be particularly powerful and effective when pursued within and in tandem with a business excellence framework, such as national quality award frameworks that are already in place in many APO member countries.


The symposium participants visited the Phototonics Technology Institute, an R&D facility open to both the government and private sector. Its open facilities encourage the development of knowledge technologists divided into various high-tech functions.

— NIPO celebrates 12th anniversary —

The National Iranian Productivity Organization (NIPO) commemorated its 12th anniversary by holding a congress with the theme “Productivity and People.” This was the sixth national congress on productivity. The opening ceremony was graced by the President of the Islamic Republic of Iran Mohammad Khatami. Some 1800 participants including Vice-Ministers, Directors, and experts from public-sector organizations, corporations, and institutions attended.

President Khatami, in congratulating NIPO on its 12th anniversary, said that Iran was taking steps toward achieving sustainable development by adopting new productivity programs and pointed out that increasing productivity was the most important objective of the country’s economic system. He also acknowledged that the issue of productivity is multifaceted and comprises social, cultural, political, and scientific domains as well as foreign relations.

Outlining the features of the Fourth National Development Plan, the president mentioned that the policies and programs forecast in the plan would help Iran move faster toward sustainable development and he expressed the

hope that focusing on the issue of productivity at both government and organization levels would accelerate the national objective of productivity promotion. 



President Khatami at the congress (first row, center)

South African NPI representatives visit APO Secretariat

Dr. Yvonne Dladla, Executive Director of South Africa’s National Productivity Institute (NPI), and colleague Iggy Sathekge, who both attended the 47th GBM as observers, visited the APO Secretariat on 17 June. They met Secretary-General Takenaka, gave a presentation to staff members, and discussed avenues of possible cooperation between the NPI and APO with Secretariat Directors. The presentation, entitled Building a Nation at Work, outlined the tasks that the NPI must undertake to “instill a culture of productive behavior” in South Africa and highlighted successes already achieved. Included in those successes was incorporation of productivity concepts in the educational curriculum. The NPI has approximately 100 staff in three South African cities to serve the tripartite social partners of labor, business, and government.

In addition to its 30-year history as the national productivity body, the NPI serves as the Secretariat of the Pan-African Productivity Association (PAPA). Established some 10 years ago, PAPA was revitalized in 2002 after resolving initial teething problems. Currently, along with the NPI, PAPA has four other “active” members (Botswana, Kenya, Mauritius, and the Seychelles) and four “participating” members (Nigeria, Tanzania, Swaziland, and Lesotho) that are now nurturing their productivity movements. PAPA has established cooperative ties with the



(L-R) Dladla and Sathekge

ILO, Commonwealth nations, and others. Potential areas identified for future APO–PAPA–NPI cooperation were capacity building, Green Productivity, and the One Village, One Product movement. However, as Dr. Dladla noted, the NPI feels that it is already cooperating with the APO to some extent, since its staff regularly access the APO Web site. In addition, the NPI is the national distributor of APO publications in South Africa.



p-Experts deputed by the APO

BANGLADESH

Mr. Nilotpal Bhattacharyya, India, was deputed as expert for Quality Improvement through Reducing Process Defects in Battery Manufacturing, 12–17 July 2005.

Mr. Ryotomo Shirakawa, Engineering Consultant, Japan, was deputed as expert for Technical Assistance and Consultancy for Improvement of Battery Manufacturing, 17–24 July 2005.

CAMBODIA

Mr. Yasuhiko Inoue, Director for International Department, Japan Productivity Center for Socio-Economic Development, Japan, was deputed as a member of the advisory mission for the Special Program for Agricultural Productivity Enhancement in Asian Least Developed Countries, 17–22 July 2005.

Dr. Manuel S.J. de Leon, the Philippines, was deputed as a member of the advisory mission for the Special Program for Agricultural Productivity Enhancement in Asian Least Developed Countries, 22–26 July 2005.

REPUBLIC OF CHINA

Dr. Robin S. Mann, Chairman, Global Benchmarking Network, New Zealand, was deputed as resource person for the National Industrial Competitiveness and International Benchmarking Project, “i-Bench Online Database Demonstration and Global Practice Workshop,” 13–15 July 2005.

Prof. Tan Wee Liang, Professor, Singapore Management University, Singapore, **Mr. Tetsuya Okuyama**, President, Innovation 21, Japan, and **Dr. Jung Dae Suh**, Vice President, Korea Small Business Institute, Republic of Korea, were deputed as resource persons for the study meeting on Creative Entrepreneurship: Value Creation, 19–22 July 2005.

FIJI

Mr. Yong Chong Ming John, Chief Kitchen Artist, Crown Plaza Hotel Kuala Lumpur, Malaysia, was deputed as expert for Training Course on Fruit and Vegetable Carving, 27 June–6 July 2005.

Mr. Robert Osterhoff, Management Consultant, USA, was deputed as expert for the training course on Knowledge Management and Six Sigma, 11–19 July 2005.

INDONESIA

Mr. Lau Weng Hong, Senior Industrial Relations Consultant, Labour Relations Department, Ministry of Manpower, Singapore, was deputed as resource person for the project on Strengthening NPO Services: TFP Training of Trainers for NPO Indonesia and Dissemination of TFP Techniques to Regional Productivity Offices (Phase III), 27 June–1 July 2005.

ISLAMIC REPUBLIC OF IRAN

Mr. Grant Stephen Vinning, Consultant, Fiji, **Mr. Cornelis Sonneveld**, Consultant, Canada, and **Dr. Rosa Rolle**, Agricultural Industries Officer, Food and Agriculture Organization of the United Nations, Agricultural and Food Engineering Technologies Service, Italy, were deputed as resource persons for the Seminar on Marketing and Food Safety: Challenges in Postharvest Management of Agricultural/Horticultural Products, 23–28 July 2005.

REPUBLIC OF KOREA

Mr. Laurence D. Slee, L.D. Slee and Associates, New Zealand, was deputed as expert for the Seminar on Relationship Marketing, 5–8 July 2005.

LAOS

Mr. Yasuhiko Inoue, Director for International Department, Japan Productivity Center for Socio-Economic Development, Japan, was deputed as a member of the advisory mission for the Special Program for Agricultural Productivity Enhancement in Asian Least Developed Countries, 12–17 July 2005.

MONGOLIA

Mr. Danny Lam Kwong-Foo, Managing Consultant, PSB Corporation, Singapore, was deputed as resource person for the project on Strengthening NPO Services: Trainer's Training and Management Development Program (Phase II: “Process and System Excellence”), 4–8 July 2005.

Mr. Sabapathy Narayanan, Principal Consultant, PSB Corporation, Singapore was deputed as expert for Cost of Quality Project, 4–8 July 2005.

SRI LANKA

Mr. Abhiram Seth, Executive Director - Exports & Corporate Affairs, PepsiCo India Holdings Pvt. Ltd., India, was deputed

Program calendar

India

Seminar on Inland Fisheries Management, 21–26 September 2005.

Japan

Symposium on Strengthening Regional Development, 23–27 October 2005.

Study Meeting on Venture Business Support, 7–11 November 2005.

Multi-country Study Mission on Lean Production Systems, 14–18 November 2005.

Mongolia

Workshop on Green Productivity and Appropriate Technology for Water and Wastewater Management, 24–28 October 2005.

Nepal

Workshop on Strengthening IT Capabilities of NPOs, 14–17 November 2005.

Thailand

International Conference on Eco-products for Competitiveness in Global Markets, 6–8 October 2005.

Vietnam

Workshop on Green Productivity for Energy Efficiency, 12–16 September 2005.

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

APO/NPO update

Erratum

In the July issue, Dr. Jung-Chiou Hwang was wrongly identified as the APO Liaison Officer for the Republic of China. Dr. Hwang is the APO Alternate Director for that country.

New APO Liaison Officer for Fiji

Ms. Margaret Chute, Manager for Corporate Services, Ministry of Labour, Industrial Relations and Productivity, has been appointed as APO Liaison Officer for Fiji, w.e.f. 1 July 2005.

New APO Director for India

Dr. Ajay Dua, Secretary, Department of Industrial Policy and Promotion, Ministry of Commerce and Industry has been nominated as APO Director for India, w.e.f. 11 July 2005.

APO Director for Japan

The designation of Mr. Kosuke Nakahira has been changed to President and Chief Executive Officer, Shinkin Central Bank, w.e.f. 24 June 2005.

New NPO Head for Japan

Mr. Tsuneaki Taniguchi, President, Japan Productivity Center for Socio-Economic Development, was appointed as the new Head of the NPO for Japan, w.e.f. 17 June 2005.

New APO Alternate Director for Thailand

Dr. Phanit Laosiriat, Executive Director, was appointed as the new APO Alternate Director and NPO Head for Thailand, w.e.f. 1 July 2005.

New APO Liaison Officer for Thailand

Mr. Sangvorn Rutnarak, Deputy Executive Director, was appointed as the new APO Liaison Officer for Thailand, w.e.f. 1 July 2005.

as resource person for the seminar on Sustainable Contract Farming for Increased Competitiveness, 18–22 July 2005.

Dr. Luis Ma. Calingo, Dean, College of Business Administration, California State University, USA, was deputed as expert for Examiners for the Sri Lanka National Quality Award, 26–29 July 2005.

THAILAND

Mr. Low Choo Tuck, Director, Planning Division, SPRING Singapore, was deputed as expert for Training on Creating a Productive Environment for Employees (Phase II), 19–21 July 2005.

VIETNAM

Mr. Kin Keong Kwan, Deputy Managing Director, and **Mr. Teck Pieng Ong**, Operation Director, both Pera Neville Clarke (S) Pte Ltd., Singapore, and **Mr. William G.B. Ryan**, “The Hospitality Doctors,” Australia, were deputed as experts for the ISO9000 QMS Lead Auditor Course, 18–22 July 2005.

ANNOUNCEMENT

Eco-products International Fair 2005

6-9 October 2005, Bangkok, Thailand



New Environmental Challenges for the Global Community

The APO will co-host the Eco-products International Fair (EPIF) with the Federation of Thai Industries and Thailand Productivity Institute (FTPI) in Bangkok, Thailand, 6-9 October, 2005.

The Federation of Thai Industries

Queen Sirikit National Convention Center, Zone C
4th Floor, 60 New Rachadapisek Road, Klongtoey, Bangkok 10110, Thailand
Tel: 66-2-345-1148 Fax: 66-2-345-1294

Thailand Productivity Institute

12-15th Floor, Yakult Building
1025 Pahonyothin Road, Bangkok 10400, Thailand
Tel: 66-2-619-5500 Fax: 66-2-619-8099 e-Mail: sangvorn@ftpi.or.th

Environment Department, Asian Productivity Organization

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Tel: 81-3-5226-3925 Fax: 81-3-5226-3955
e-Mail: env@apo-tokyo.org

Eco-products are made from improved raw materials, use less energy and water resources, and produce less waste and emissions. When reused, recycled, or disposed of, eco-products reduce the amount of waste, including hazardous pollutants released to the environment.

Organized along the lines of similar eco-products exhibitions held regularly in Japan over the past six years and following the First Eco-products International Fair held in Malaysia, the EPIF 2005 represents an attempt to accelerate the expansion of green markets by promoting environment-friendly products and services.

Exhibitors at the fair are expected from the industry, service, and agriculture sectors, and the target groups are local and international manufacturers, suppliers, agents, and distributors; international organizations; governmental agencies; and NGOs.

Side events include an international conference on Eco-products for Competitiveness in Global Markets and the first meeting of the newly established International Green Purchasing Network.

The fair site is the IMPACT Exhibition Center in Bangkok and the timing of the EPIF 2005 will coincide with Machinery Mart 2005.

Some 40 companies from various countries including world-renowned companies such as Hitachi, Matsushita, Mitsubishi, Monsanto Thailand, Toshiba, and Toyota have confirmed their participation. All corporations in the Asia and Pacific region and beyond are invited to take part in the exhibition. For more details and updates on the fair and for registration, please visit the APO Web site at www.apo-tokyo.org.