



APO *news*

Learning from Australia: green and productive tourism

Tourism is a major contributor to the economies of many APO member economies, making a significant contribution to GDP and generating employment, foreign exchange earnings, and tax revenues. The Asia-Pacific region is the fastest-growing tourist destination, and approximately 38 million direct jobs are generated by the industry. Green tourism or eco-tourism is slowly gaining ground as an alternative to "mainstream" tourism, i.e., cultural tours or sporting events and shopping. Australia's tourist industry already relies more on nature-based tourism than on the mainstream version. Receiving some 10 million tourists annually and home to 13 World Heritage Sites, Australia has a wealth of experience in managing natural beauty spots and eco-tourism activities.



Participants visiting Binna Burra Mountain Lodge

At the study meeting on Green and Productive Tourism, 25–29 July, organized by the APO and University of Queensland, 10 participants from as many member countries received in-depth exposure to some of the best practices at Australian green tourism sites. Professor Tor Hundloe, Chair of the Environmental Technology Center, University of Queensland, first explained the framework for green tourism, including its economic benefits, types of tourism, and the need to promote green tourism in novel ways, such as by offering green products and healthy fresh food, that could also benefit local communities. He pointed out that while accreditation is an important element of the green tourism industry, accreditation schemes vary by locale. Before an international accreditation can be received, he recommended that local accreditation efforts be made first while acknowledging that the development of local expert assessors would first be needed in developing countries.

Professor Hundloe also emphasized the marketing aspects of green tourism, and the participants agreed that joint marketing mechanisms between the private sector and government, business plans that include market characteristics and its segmentation, and assessments of environmental benefits and how to utilize natural resources sustainably were necessary. Community involvement is critical in eco-tourism development. The local people must understand how economic benefits

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"Growth that adds volume without improving productivity is fat. Growth that diminishes productivity is cancer."

Peter Drucker

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Asian Productivity Organization
Hirakawa-cho Dai-ichi Seimei Bldg. 2F
1-2-10 Hirakawa-cho, Chiyoda-ku
Tokyo 102-0093, Japan
Tel: (81-3) 5226-3920
Fax: (81-3) 5226-3950
e-Mail: apo@apo-tokyo.org
Web site: www.apo-tokyo.org



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Germany's productivity center in 2005

Germany's Rationalisierungs und Innovationszentrum der Deutschen Wirtschaft (RKW) is Europe's oldest national productivity center. National productivity centers were set up under US pressure in Western Europe immediately following the Second World War to administer aid under the Marshall Plan. That the RKW has survived while all its erstwhile counterparts in Europe have either been scrapped or significantly modified in their nature is due to two decisions taken then. First, it was recast, rather than created. The original RKW was set up after the First World War to transfer modern business practices from the USA to Germany's *Mittelstand*, the small to medium manufacturing companies on which the country's prosperity (and employment) still depends. In its first decade it became a well-respected professional body. That mission has been maintained until today.

Second, after deep soul-searching, the trade unions gave their unequivocal backing to the organization. Thus, since 1948, joint governance has permeated the RKW from its top council and management to its advisory committees, each guiding and monitoring its main areas of activities. Smooth labor-management cooperation (rather than confrontation) has been one of the key reasons behind Germany's remarkable post-1950 industrial performance. Not that this means that the "two sides of industry" always see eye to eye on every individual activity in the RKW's program or elsewhere in business; but although conflict never can (nor should) be avoided in the quest for productivity, the parties involved agree that viable solutions require reaching compromises in the pursuit of consensus. Today, however, this belief in partnership and consensus is increasingly questioned within German society on both economic and ethical grounds.

However, the RKW remains fervent in its commitment to partnership. The importance of trade union involvement was underlined in an independent evaluation of the RKW completed in 2005.



The report wants still more emphasis to be attached in the future to the RKW's "platform role," i.e., its function as a neutral meeting point for trade unions and employers together with government and professional bodies to discuss emerging productivity issues dispassionately. The RKW must remain a neutral professional organization working within a nonprofit framework, albeit having to earn an ever greater proportion of its income.

"Smooth labor-management cooperation (rather than confrontation) has been one of the key reasons behind Germany's remarkable post-1950 industrial performance."

Although the RKW's initials have remained the same since 1921 (thereby maintaining its image of "effectiveness with efficiency"), it has changed its name more than once. Most recently the English translation of its name has become the Council for Productivity and Innovation. This change was in reaction in particular to the feeling that "productivity" was associated in the minds of many with job losses, whereas innovation has a much more employment-friendly connotation. Today the RKW estimates that its actions help

create 70,000 jobs annually and save another 6,000-significant numbers in a country suffering from 11% unemployment.

Irrespective of its name changes, the program of the RKW has continued steadfastly to focus on three core domains: implementing better business and management practices; introducing new technologies together with appropriate forms of work organization (the one is impossible without the other); and enhancing and making better use of the nation's total manpower resources ("qualifications" and "skills" are key words). Being a populous (82 million inhabitants) and export-oriented economy that is heavily dependent on *Mittelstand* manufacturing in particular, German business needs to be a world leader in all three RKW domains.

To meet differing needs by industry and region, provincial productivity centers were established early on. Each is legally an independent body, but still a part of the national network. They won the backing not only of their provincial governments but also of local companies that set up membership networks. Today these networks embrace some 5,000 companies. The bulk of the activities of these centers is the provision of (state-subsidized) training and business consulting services to the *Mittelstand*, and their image of neutrality, professionalism, and nonprofit nature guarantee their acceptance by smaller firms. Currently, the main topics of these activities are, in addition to the classical areas of management (general management, costing, process optimization, marketing, and human resources development), corporate start-ups and survival, successor planning, and health issues. Mental health, particularly stress, burn-out, and the pressures from excessively flexible workplaces, have become important negative factors for productivity which are increasingly being addressed.

The centers also directly help both federal and provincial governments to implement support campaigns for industry, ranging from the spe-

cific, such as introducing preventive maintenance, to the general, including raising quality consciousness and workforce skills. This national network of provincial centers was a very effective tool in the early days of integrating the former German Democratic Republic into the single Germany.

From its reincarnation immediately after World War II, the RKW has been Europe oriented. In its early years, cooperation with other national centers was through the European Productivity Agency. This provided many opportunities for sending study missions to the USA. What was learned then is still being used now in European and World Bank projects to train eastern Europeans in modern management and productivity approaches on study missions to Germany. But most cooperation nowadays has a focus that was nonexistent 50 years ago: the funds and programs of the European Union. These have enabled joint activities to be developed with neighboring countries in such areas as new forms of work organization, flexible working time, stress management, and women in the workforce.

Two trends have of late impacted the RKW's total structure: public funds have become increasingly scarce and earmarked for actions rather than organizations (only around one-half of the national center's budget is nowadays

covered by federal government grants; the remainder is accounted for by contracts with individual organizations); and competition in the training and consulting market has increased with the burgeoning of providers, both private and semipublic. This has led to some provincial centers having to merge and for overall staffing to be reduced (it is currently around 80, and declining, at the national center with a similar number in the provincial centers). To achieve greater national streamlining, plans have been drafted and received government approval to bring the RKW closer to, and probably merge with, the national institute for research on the *Mittelstand* and another long-standing body providing productivity services to public administration. The days of Europe's remaining independent national productivity center thus appear to be numbered. ☹

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



p-TIPS

It's about time (11 time management tips)

Time management skills are especially important for owners of SMEs, who must perform numerous daily tasks. As Susan Ward points out in an article on the Small Business: Canada Web site (<http://sbinfocanada.about.com/>), many of us spend the day in a whirlwind of activity and then wonder why we haven't accomplished much. Ward gives these tips for becoming more organized and productive.

- 1) Realize that time management is a myth. The only thing we can really manage is ourselves and how we spend our time.
- 2) Find out where you're wasting time. Track your activities for a week to see where time is leaking away.
- 3) Create time management goals. Eliminate time-wasting activities; for example, decide that personal phone calls must be less than five minutes.
- 4) Implement a time management plan. This is an extension of #3. Don't just set specific goals, but track your progress over time to see whether they're being accomplished.
- 5) Use time management tools. Handheld devices and computer software

let you make schedules easily and can be set to remind you of events in advance.

- 6) Prioritize ruthlessly. Start each day with a session to determine which tasks absolutely must be done.
- 7) Learn to delegate and/or outsource. No matter how small the business, you don't have to do everything. Hire part-time professionals as needed.
- 8) Establish routines and stick to them. Even though crises may occur, you'll be more productive if routines are usually followed.
- 9) Get in the habit of setting time for tasks. Dealing with e-mail can take the whole day if you let it. Instead set a limit of one hour daily for this and other tasks.
- 10) Be sure your systems are organized. Don't waste time looking for files on a computer or in a drawer. Reorganize for easier use.
- 11) Don't waste time waiting. Take a laptop, a report to read, or simply a notepad to the dentist's office, on public transport, or anywhere waiting is inevitable.



New APO publication



NONPESTICIDE METHODS FOR CONTROLLING DISEASES AND INSECT PESTS

APO 179 pp. August 2005 ISBN: 92-833-7037-6

The effective control of pests and diseases is critical to the growth of healthy crops and enhancement of agricultural productivity. The most common method of pest control in many APO member countries is the use of chemical pesticides, because it is cheap and often very effective.

However, the effectiveness of chemical pesticides is associated with negative impacts, such as the acquisition of pest resistance to the chemicals, secondary pest outbreaks, human and livestock health hazards associated with the use of chemicals, and environmental degradation. Because of such concerns, there is a great deal of interest in applying nonpesticide control methods. In response to this situation, the APO organized the seminar on “Nonpesticide Methods for Controlling Diseases and Insect Pests” from 10 to 17 April 2002 in Japan to review the present use of nonpesticide methods for controlling crop pests in member countries, identify issues in promoting their use, and formulate measures to address them.

This volume contains a summary of the seminar, four selected resource papers, and 12 selected country reports. The four resource papers and their authors are:

- 1) “Some Non-Pesticide Methods for Managing Crop Insect Pests-Present Status, Issues, and Strategies” by Dr. Peter A. C. Ooi, Integrated Pest Management Expert, FAO-EU IPM Programme for Cotton in Asia, FAO Regional Office for Asia and the Pacific in Bangkok, Thailand;
- 2) “Non-Pesticide Methods for Sustainable Crop Disease Management in the Asia-Pacific Region: Present Status, Issues, and Strategies” by Dr. D. G. Hunter, Team Leader, Taro Genetic Resources: Conservation and Utilisation (TaroGen) Project, Secretariat of the Pacific Community, Fiji;
- 3) “Biological Control of Vegetable Pests with Natural Enemies” by Dr. Eizi Yano, Chief, Biological Control Laboratory, National Agricultural Research Center, Ibaraki, Japan; and
- 4) “Non-Pesticide Methods for Managing Crop Weeds in the Asia-Pacific Region-Allelopathic Cover Crops” by Dr. Yoshiharu Fujii, Research Leader, Chemical Ecology Unit, National Institute for Agro-Environmental Sciences, Ibaraki, Japan.

This publication is available only 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



“Growth that adds volume without improving productivity is fat. Growth that diminishes productivity is cancer.”

Peter Drucker

“Simplicity means products of the best quality displaying essential elements, but without additional ornamentation or clutter.”

Peggy Fritzsche

“If you think you’re too small to make a difference, you’ve obviously never been in bed with a mosquito.”

Michelle Walker

“The most pathetic person in the world is someone who has sight but has no vision.”

Helen Keller

“I don’t think there will ever be a time when people will stop wanting to bring about change.”

Yuri Kochiyama

“As a small businessperson, you have no greater leverage than the truth.”

John Greenleaf Whittier

“There are two kinds of companies, those that work to try to charge more and those that work to charge less. We will be the second.”

Jeff Bezos

“Success is simple. Do what’s right, the right way, at the right time.”

Arnold H. Glasgow

“The common idea that success spoils people by making them vain, egotistic, and self-complacent is erroneous; on the contrary, it makes them, for the most part, humble, tolerant, and kind.”

Somerset Maugham

— Growing challenge of retail store management —

Retailers the world over are today faced with unprecedented competition and change. Globalization and the advances in information and communications technologies will continue to have a major impact on the future of retailing in Asia and the Pacific. Singapore has enjoyed remarkable economic growth over the last decade, and during this period its retail sector has grown and undergone numerous transformations.

Singapore abounds with about 18,000 retail establishments employing some 80,000 persons. The value added by the industry was US\$1.5 billion in 2002, with value added per worker of US\$18,650. The retail industry is also significant because it is a breeding ground for entrepreneurs. In addition, retailers form an important component of the tourism industry, accounting for more than 50% of all tourism receipts. For these reasons, the Singapore Tourism Board envisions positioning Singapore as the “shopping capital of Asia.”


An APO multi-country study mission, 12–14 July, allowed participants to observe and understand the latest trends in the management of retail stores, including e-commerce/online shopping, visual merchandising, and customer relationship management. Eighteen individuals from 15 member countries attended the study mission. They visited 77th Street (S) Pte Limited, a youth streetwear fashion shop founded by an award-winning female entrepreneur; Carrefour Singapore Pte Ltd; Metro Department Store; and Atlas Hi-fi Pte Ltd. The visits exposed them to the best retail practices of small businesses as well as those of one of the world’s biggest retailers, Carrefour.

Some of the emerging trends faced by Singaporean retailers include lifestyle shopping, e-tailing, retail technology, retail innovation, and changing consumer



Participants visiting the Carrefour retail chain

demographics. The large number of establishments and high employment figures, along with low productivity, drag down the overall productivity of the service sector. Stiff competition, the rise of other regional players, and budget airlines are luring consumer spending away from the domestic retail sector. These coupled with rising rental fees and labor costs make restructuring the industry imperative. The government has thus devised Retail 21, a plan to make Singapore a world-class center of retail excellence.

SPRING Singapore is the lead agency for the development of the retail industry in the country. An interesting initiative by the Singapore Retailers’ Association in collaboration with SPRING Singapore is the recently set up Retail Academy of Singapore to offer professional training to retail supervisors and executives in partnership with world-class organizations. 

Creative entrepreneurship: a strategy for growth

Entrepreneurship is a driving force in national productivity and competitiveness. The key for long-term value creation is for enterprises to continue being entrepreneurial. The persistent creation of added value is what distinguishes great companies from mediocre ones. This requires an organizational culture that provides opportunities for innovation in an environment hospitable to venture financing.

The APO organized a study meeting on “Creative Entrepreneurship: Value Creation” in Taipei, the Republic of China, 20-22 July, to explore methods to use innovation in entrepreneurial organizations as a strategy for business growth, particularly for SMEs. Typhoon Haitang delayed the flights of the 16 participants from 11 member countries and two international resource persons, but the study meeting contents were successfully packed into two days instead of the originally scheduled three.

The main conclusions of the group discussions after hearing the resource and country presentations were that entrepreneurial SMEs should: 1) collaborate with each other and with larger partners; 2) take advantage to the extent possible of available assistance and incubator schemes; 3) learn and innovate continuously to stay abreast of changing market demand; and 4) build up their capabilities, not only in technology but also in improving their financial management to allow for sustained growth. The role of government, on the

other hand, should be restricted to policymaking, eliminating unnecessary red tape hindering start-ups, and providing funding, with no direct participation in everyday operations.



Participants in the study meeting at IAC

Inventec Appliances Corporation (IAC), a manufacturer focusing on smart handheld products and network appliances, hosted a visit by participants. Spun off from Inventec Electronics in 2000, IAC had revenues of US\$2.5 billion in 2004, representing growth of more than 100% over the previous year. IAC Chairman Jackson Chang, the holder of more than 80 IT-related patents, likens the organizational structure of a successful entrepreneurial enterprise to the evolution of the human brain: the physical layer (enterprise itself, business, and core competence); spiritual layer (mission, vision, values); and dynamic layer (internal management and external competition/cooperation).

Postharvest management of horticultural products

Recent regional economic growth and changes in dietary patterns have made the production, consumption, and trade of fruit and vegetables increasingly important. This trade is vital for producers to improve their farm incomes and for many countries as a significant source of hard-currency earnings. This sector, however, suffers greatly from postharvest losses. Postharvest management determines food quality and safety, competitiveness in the market, and profits for producers.

Postharvest management in most developing countries in Asia and the Pacific is far from satisfactory. Losses resulting from inadequate handling, storage, and distribution result in diminished returns for producers. International markets reject fruit and vegetables containing unauthorized pesticides, with pesticide residues exceeding permissible limits, and with inadequate labeling and packaging. Similarly, there have been increasing concerns over food-borne diseases and poisoning such as *Escherichia coli* or *Salmonella* outbreaks. In the face of changing demand, globalization, and trade liberalization, serious efforts are needed to reduce postharvest losses, improve quality, and modernize the marketing of fruit and vegetables. In addition to addressing problems in each stage of the postharvest process, it is crucial to improve the management and operation of the entire marketing chain.

To share new information on marketing and food safety issues and challenges in the postharvest management of fruit and vegetables in member countries, the APO held a seminar on "Marketing and Food Safety: Challenges in Postharvest Management of Horticultural Products" in Tehran, Islamic Republic of Iran, 23–28 July. The National Iranian Productivity Organization and Agricultural Planning and Economic Research Institute of the Ministry of Jihad-e-Agriculture implemented the program. Twenty participants from 12 member countries and six observers from the host country attended the program. Six resource persons from the Food and Agriculture Organization Rome office, Australia, Canada, and Iran made lead presentations on: 1) Improving postharvest management and marketing of fruit and vegetables—issues and challenges in Asia and the Pacific; 2) Postharvest management of fruit and vegetables for better food quality and safety; 3) New techniques of drying as an efficient method of food preservation; 4) Linking production and marketing of fruit and vegetables for better farm incomes; 5) New roles of government in improving fruit and vegetables marketing at national and local levels; and 6)



Participants visiting the Cold Storage Complex of Arjomandi Trading Company

Measures to assure better food safety, marketing, and consumer satisfaction for fruit and vegetables.

The papers presented by participants reviewed the postharvest management situation in their respective countries. To obtain firsthand information on postharvest facilities in the host country, the participants visited the Cold Storage Complex of Arjomandi Trading Company; Green Plants of Life Co. Ltd. (a greenhouse facility for research on ornamental, herbal, and medicinal plants and a processing plant for medicinal/herbal plants); and the Fruit and Vegetable Market of the Municipality of Tehran.

In the workshop group discussions, the participants identified issues and problems in horticultural chain management and formulated recommendations to address them. The main ones identified were: inadequate two-way dialogue between the government and stakeholders; poor decision making by all chain participants; poor basic infrastructure affecting production planning and postharvest infrastructure; inappropriate use and lack of adequate technology; low level of organization; small and scattered nature of horticulture; poor quality and unsafe food; inability to initiate and sustain linkages with international markets; and low and erratic producer prices. ☺

Learning from Australia (Continued from page 1)

will be transferred to the community, how natural resources will be conserved and/or used sustainably, and how the benefits to the community and environment can be measured.

In a full two and one-half days of site visits, the study meeting first took in Zoo Australia, a private facility established to rehabilitate sick and injured wildlife in southeast Queensland. Today, the zoo has an extensive educational program for visitors concentrating on the conservation message. The following day found participants at award-winning Couran Cove Island Resort, Australia's largest eco-tourism resort. A self-contained community, the resort uses natural pest control, recycles and composts all waste, uses solar power and LPG as the main energy sources even for vehicles, selects the most energy-efficient appliances, and operates an education center for guests.

Binna Burra Mountain Lodge has been an eco-tourism host since 1933, participants learned when they visited it. Its more than 160 kilometers of walking tracks in the World Heritage-listed rainforest are accessible to tourists of all ages. The lodge is Green Globe accredited and promotes environmental consciousness in all its daily activities and special events. On the final day of the study meeting, a morning trip to the Lone Pine Sanctuary, the world's first and largest koala refuge, was made. Wildlife officers gave talks on the animals and their natural environment.

In the afternoon of the final day, Prof. Martin Bell, Head of the School of Geography, Planning and Architecture, University of Queensland, gave the closing address, in which he looked forward to further collaboration with the APO after this first successful effort. ☺



p-Experts deputed by the APO

INDONESIA

Ms. Elena Avedillo Cruz, Assistant Vice-President and Managing Director, Center for Knowledge Management, Development Academy of the Philippines, and **Dr. Nalinee Taveesin**, Managing Director, Dunamis International Corporation, Thailand, were deputed as resource persons for the study meeting on Strengthening Knowledge Assets: Corporate Strategies in a Non-IT Environment, 23–26 August 2005.

JAPAN

Dr. Sekhar Raghavan, Director, Rain Centre, India, **Ms. Tanuja Nalika Ariyananda**, Director, Lanka Rain Water Harvesting Forum, Sri Lanka, and **Mr. Md. Azahar Ali Pramanik**, Executive Director, Society for People's Actions in Change and Equity, Bangladesh, were deputed as resource persons for the Tokyo Asia Pacific Rain Water Forum, 4–7 August 2005.

LAO PDR

Mr. Mohan Dhamotharan, Consultant, **Dr. Ulrich Gaertner**, Manager Director, AMI Asian Management Institute Ltd., and **Mr. Wilas Lohitkul**, Vice President, Population and Community Development Association, Thailand, were deputed as experts for the Human Resources Development Program on Participatory Project Cycle Management for CLMV Countries in the Mekong Region, 8–20 August 2005.

APO/NPO update

New NPO Head for India
Shri Umesh Narayan Panjiar, IAS, Director General, w.e.f. 3 June 2005.

Changes of phone and fax numbers for NIPO Iran
Phone: +98-21-88959398/ 88957593
Fax: +98-21-88955376

Change of e-mail address for NPO Pakistan
npopakistan@npo.gov.pk

New APO Liaison Officer for Thailand
Ms. Duangthip Chomprang, Chief of International Cooperation Section, Thailand Productivity Institute, w.e.f. 1 September 2005.
e-Mail address: liaison@fipi.or.th

New APO Liaison Officer for Vietnam
Mr. Nguyen Anh Tuan, Director, Vietnam Productivity Centre, w.e.f. 15 July 2005.

Mr. A.K. Asthana, Director, Energy Management Division, National Productivity Council, India, and **Dr. Peck Thian Guan**, Director, Office of Safety, Health and Environment, National University of Singapore, were deputed as experts for the Review of Green Productivity Demonstration Project Proposal, 23–26 August 2005.

MONGOLIA

Mr. John Parsons, Consultant, Resource Alternatives Australia, and **Ms. Nguyen Thi Bich Hang**, Vice President, Institute for Technology and Development, Vietnam, were deputed as resource persons for the workshop on Enhancing NPOs' Core Competence: Productivity Showcases and Demonstration Companies, 26 August–3 September and 30 August–2 September 2005, respectively.

THE PHILIPPINES

Dr. Su-Lee Tsai, Associate Professor and Director, Executive Graduate Program, Fu Jen Catholic University, Human Ecology College, Graduate Institute of Textiles and Clothing, Republic of China, **Mr. Andrew Ng**, Chief Executive Officer, Greater China Consult Private Limited, Singapore, and **Dr. Moon-Kyum Kim**, Professor, Soongsil University School of Entrepreneurship and Small Business, Republic of Korea, were deputed as resource persons for the symposium on Core Competence Management in SMEs: Creating Needs for Consumers, 2–5 August 2005.

THAILAND

Mr. Bruce Searles, Managing Partner, Benchmarking Partnerships, Australia, and **Mr. Yoshio Takahashi**, General Manager, Total Quality Management Department, Philips Electronics Japan, Ltd., were deputed as resource persons for the sixth workshop on the APO Best Practice Network, 1–5 August 2005.
Mr. Kazue Kikawada, Partner, Knowledge Dynamics Initiative, Fuji Xerox Co., Ltd., Japan, and **Mr. Alan Burton-Jones**, CEO, Burton-Jones & Associates, Australia, were deputed as resource persons for the study meeting on the Application of Knowledge Management in SMEs, 22–26 August 2005.

VIETNAM

Mr. Robert J. Osterhoff, Director and Treasurer, Foundation for the Malcolm Baldrige National Quality Award Inc., USA, was deputed as expert for the training course on Implementing Knowledge Management for NPOs, 8–12 August 2005, and the seminar on Knowledge Management for Global Competitiveness, 10 August 2005.
Mr. Naoki Ogiwara, Consultant, Fuji Xerox Co., Ltd., Japan, was deputed as expert for the training course on Implementing Knowledge Management for NPOs, 10–11 August 2005.

Program calendar

Bangladesh

Training Course on Social Accountability SA8000, 20–23 November 2005.

Indonesia

Seminar on Improving the Quality of Products of Small and Medium-scale Agro-industrial Enterprises, 14–18 November 2005.
Study Meeting on Methodology and Framework for Measurement of Knowledge Management Applications, 6–9 December 2005.

Japan

Venture 2005: Asian Forum on Venture Business, 8–10 November 2005.
Multi-country Study Mission on Lean Production Systems, 14–18 November 2005.
Symposium on Comparative Study of Basic Agricultural Policies, 14–18 November 2005 (rescheduled from 11–15 July 2005).

Malaysia

Multi-country Study Mission on Event Management, Tourism, and Productivity, 21–24 November 2005.
Development of Productivity Specialists: Advanced Program, 21 November–3 December 2005.

Pakistan

Symposium on Six Sigma Corporations, 22–25 November 2005.

The Philippines

Workshop on Agriculture, Trade, and Development in Southeast Asian Countries, 24–26 October 2005.

Singapore

Study Mission on Good Agricultural Practice Certification for Producing Safety and Quality Assurance (Individual Country Observational Study Mission), 17–18 November 2005.

UK

APO-HMC e-Learning Program on Customer Relationship Management Systems, 3 October–2 December 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.


— Fiji launches service excellence logo —

The Fijian Minister for Labour, Industrial Relations and Productivity Kenneth Zinck launched the Civil Service Excellence Award logo on 20 July at the Training and Development Centre in Suva. He said that as Minister for Productivity he was delighted to launch the Civil Service Excellence Award logo, which marked a milestone in Fiji's efforts to reform the civil service, the main objective of which is to be more efficient, responsive, and effective in meeting the needs of public, to have a more productive civil service workforce, and to contribute to a vibrant economy.



menting the Fiji Business Excellence Awards and are hopeful of receiving the Commitment Award, Achievement Award, or the Prime Minister's Award by next year. On 7 October, Fiji will be announcing its Exemplary Employee Awards. The launch of the Civil Service Excellence logo reflects the beginning of the quality journey, and the logo depicts the desired destination. The logo also reflects a more polished civil service with a new look and is meant to motivate and remind government employees of their commitment to service in their respective agencies and to the government.

Minister Zinck further stated that the government was committed to productivity improvement implemented through the Cabinet Subcommittee on Productivity. The subcommittee focus is on determining and measuring the productivity of the civil service, and the Cabinet endorsed the Service Excellence Award framework in 2004. Several activities including creating awareness, training, and workshops on the Service Excellence Program for CEOs and Heads of Agencies, Deputy Secretaries, and for most if not all government agencies have already been held. Eighty Civil Service Excellence Award evaluators were also trained to undertake the evaluation of government agencies by the end of the year. Several government agencies are imple-

Minister Zinck added that, "The logo should bring out the best in all of us and our agencies to be the engine room of growth in creating the enabling environment for the private sector to create jobs and grow the economy, to provide services to the community, and to raise living standards and reduce poverty. We need faster turnaround times, timely delivery, and a sense of urgency and commitment to service." The launch was attended by the Civil Service Excellence Programme Committee members, chief executive officers, heads of government agencies, members of the Senior Executive Service, civil servants, and the media. The Training and Productivity Authority of Fiji, the nation's NPO, provided the training to civil servants and its evaluators. 

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.

For details, please visit the APO Web site (www.apo-tokyo.org).

