



# APO NEWS

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## Reflections by outgoing Secretary-General

**S**ix years ago, Shigeo Takenaka came to the APO after a distinguished career as a diplomat. He admitted that when he first assumed the position of Secretary-General, he, like many Japanese, had not really known much about the organization.

Since 1961, the APO has contributed to the socioeconomic development of Asia. The APO's multifaceted projects for improved productivity are mostly short-term training courses based on expert lectures, study tours to relevant organizations and government agencies, and focused discussions. "Back in the early days, most projects were held in Japan, to share the country's advanced practices. It is gratifying to see that other economies like the Republic of China, Republic of Korea, and Singapore have quickly caught up. Thailand, Malaysia, and India are also making impressive progress, and they have a lot to share."



APO Secretary-General Shigeo Takenaka (C) speaks with Agriculture Department Director Joselito Bernardo (R) and Industry Department Program Officer Muhammad Idham at the Secretariat 25 August 2010. APO/Eriko Sugita

"When I first assumed the position of APO Secretary-General, the information shared among the six departments we had back then seemed to be rather limited. There were high partitions separating the departments, and unless someone walked over and asked other people questions, the staff did not know what their neighbors were doing. One of the first things I did here was an application of knowledge management within the Secretariat office." This involved a remodeling of the office. Takenaka took down high partitions and steel filing cabinets, previously higher than eye level, and replaced them with lower cabinets. The departmental directors' private office enclosures became history. Very soon, the entire office could be seen at a glance from every corner. With structural barriers out of the way, the Secretariat became more of an open space, encouraging communication and interaction. "There is a stronger sense of openness and unity, and communication has been much improved."

Takenaka has been deeply involved in the creation of the APO's most recent publications: *Practical KM Guide for SME Owners/Managers*, expected to be released around the same time this newsletter will be issued; and *Knowledge Management: Case Studies for Small and Medium Enterprises*. The *Practical KM Guide for SME Owners/Managers* is the third publication in a trilogy on knowledge management which began with *Knowledge Management: Facilitators' Guide* published in September 2009.

Another example of an APO development under the outgoing Secretary-General is its signature database project. This covers a broad range of data extending beyond the Asia-Pacific, including benchmark economies like the USA and EU. Takenaka hopes that more people will utilize the information, which is readily accessible on the APO website ([www.apo-tokyo.org](http://www.apo-tokyo.org)). "The APO is the only regional international organization that focuses on productivity. Without sufficient data to make accurate

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## NPS targeting households in 2010

**Mr. Mahinda Madihahewa**

**Secretary, Ministry of Labour Relations and Productivity Promotion**

**A**n historical milestone in productivity promotion was reached in Sri Lanka in 2001 as the government decided to assign all related functions to the Ministry of Labour Relations and Foreign Employment (currently the Ministry of Labour Relations and Productivity Promotion). The main challenge for the ministry was to build up a strong mechanism to disseminate productivity throughout the country. Hence, it was decided to formulate a proactive productivity policy, strengthen the National Productivity Secretariat (NPS), and funnel all productivity policy initiatives through the NPS.

In 2002, the Ministry of Labour Relations and Foreign Employment completed its productivity policy, which comprises two parts, one for the private and one for the public sector. In the process of formulation of the policy, a tripartite participation (government, employers, and employee representatives) mechanism was adopted and assistance from the APO and World Bank was also obtained. The policy is based on eight initiatives:

- Establish a supportive economic framework that reduces the budget deficit;
- Encourage more savings and better investment;
- Improve labor market flexibility;
- Invest in developing the workforce;
- Encourage and facilitate the growth of new businesses and SMEs;
- Enhance productivity at enterprise level;
- Change public attitudes to encourage a culture of productivity and quality; and
- Implement and monitor the policy through strong institutions that have full government and private-sector support.

Of these initiatives, some needed to be worked out with the participation of other main policy-making bodies such as the Ministry of Finance, Ministry of Planning, and other key ministries. The NPS was entrusted with enhancing productivity at enterprise level, changing public attitudes to encourage a culture of productivity



and quality, and implementing the overall productivity policy. Therefore, the NPS concentrated its activities on disseminating productivity in the private sector, public sector, school sector, and at community level.

From 2002 to 2009, there was noticeable progress in disseminating and applying productivity concepts in public organizations, private institutions, schools, and communities. The main strategies adopted to achieve that progress were:

- Onsite training programs conducted by NPS staff on basic productivity concepts such as 5S, kaizen, quality circles, Green Productivity, and some advanced tools;
- General training programs (seminar type) to educate the public and persuade them to apply these concepts in their day-to-day activities;
- Electronic and print media explanation and dissemination of productivity concepts and practices in communities;
- Publications, leaflets, booklets, CDs, and DVDs made available to the public;
- The *SAPALA* monthly magazine in the local language to familiarize the general public with productivity concepts.

Some tasks related to productivity dissemination were also assigned as the major responsibilities of human resources development assistants attached by the Ministry of Labour Relations and

Foreign Employment to divisional secretariats. Their activities included:

- Organizing various competitions related to productivity promotion including annual National and Provincial Productivity Award competitions, quality circle conventions, and productivity art competitions;
- Developing model organizations that apply productivity tools as demonstration sites;
- Establishing a Best Practices Network to share experience among various organizations;
- Identifying coordinating officers for each ministry and encouraging them to apply productivity concepts in all bodies functioning under the ministries;
- Providing increased local and international training opportunities to excellent achievers in productivity promotion in various organizations;
- Conducting productivity training courses on a for-fee basis;
- Contacting top policy bodies including political wings and persuading them of the importance of giving priority to productivity and quality;
- Creating a pool of productivity resource persons for rapid dissemination of productivity concepts to the grassroots level;
- Forming a presidential task force to facilitate smooth implementation of productivity policy initiatives; and
- Obtaining various forms of APO assistance for the capacity building of NPS staff.

In order to reach those achievements, the NPS has been functioning under the vision “to be the center of excellence in productivity promotion in Sri Lanka” and its mission is “to enable Sri Lanka to face international competition through the promotion of productivity and contribute to national development and enhancing the standard of life.”

The great asset in those these achievements was the dedicated staff of the NPS, who comprise one director, three deputy directors, 20 productivity development assistants, and four support

*(Continued on page 3)*

# Secretary-General visits the ROC

**F**rom 26 to 29 July, APO Secretary-General Shigeo Takenaka visited Taipei, Republic of China (ROC), where he met government leaders and expressed gratitude for their continuous support and recent contribution to the APO's special program for Africa. Takenaka, together with APO Industry Department Director Setsuko Miyakawa, Research and Planning Department Program Officer Masaya Amau, China Productivity Center (CPC) Chairman Sheng-Hsiu Hsu, and Liaison Officer Eugene Lin, paid courtesy calls on Prime Minister Den-Yih Wu and Foreign Minister Timothy Chin-Tien Yang on 27 July. The group was first welcomed by Dr. Lyushuu Shen, Deputy Minister of Foreign Affairs, and Director General Lily L.W. Hsu, Department of International Organizations, Ministry of Foreign Affairs, before Prime Minister Wu's arrival.

As a founding member of the APO in 1961, the CPC had made important contributions to the country's economic development, Prime Minister Wu commented. In response, Takenaka cited the CPC's annual averages of 100 participants, 25 experts, and eight hosted projects as indicators of its active involvement in the APO. In thanking the prime minister for his government's support for the APO's special program for Africa, Takenaka said, "The contribution is evidence of the ROC's commitment to further the productivity movement."

After meeting Prime Minister Wu, Takenaka called on Foreign Minister Timothy Chin-Tien Yang. "The ROC recognizes the importance of the productivity movement," confirmed Minister Yang. "Despite financial difficulties, therefore, we would like to continue our full support for the APO." The Secretary-General gave details of the upcoming training course in Africa in November for Pan African Productivity Association members and four other countries. Takenaka expressed appreciation for the ROC's recognition of the value and vitality of the APO in the region and elsewhere.



*APO Secretary-General Shigeo Takenaka (L) shows ROC Premier Den-Yih Wu the APO Productivity Databook during a courtesy call on the latter at his office in Taipei 27 July 2010. Photo courtesy of Ministry of Foreign Affairs, Republic of China*

On 28 July, the Secretary-General paid a courtesy call on Agriculture Minister Dr. Wu-Hsiung Chen. Minister Chen emphasized the importance of productivity in the agriculture sector, stressing that management methods, core agricultural technology, and ICT were crucial. After attending the opening ceremony of the APO Second Coordination Meeting of Research on Financing of Small and Medium Businesses on the 28th, Takenaka visited the Taiwan Design Center. His trip wrapped up with a tour of National Dr. Sun Yat-sen Memorial Hall on the 29th. 🌀

## p-Leader—Sri Lanka ..... (Continued from page 2)

staff. Their dedication and untiring efforts made a significant contribution to overcoming the challenges of disseminating productivity throughout the country. The human resources development assistants who were attached to divisional level by the Ministry of Labour Relations and Foreign Employment are another set of assets in introducing productivity concepts at village level.

As a result of the remarkable progress shown, the ministry was renamed the Ministry of Labour Relations and Productivity Promotion when the new ministerial cabinet was announced. Currently, the ministry is in the process of restructuring the NPS to transform it into a stronger body that can make other substantial changes in productivity promotion during the next five years.

During the past few years, attention was focused on productivity improvement of the public sector, private sector, and school sector. While not neglecting those three sectors, in 2010 the NPS has focused its attention on improving productivity at household level after successfully completing several pilot projects in selected villages. The long-term objective of this endeavor is to create a more efficient, effective, higher-quality workforce that can contribute to the national development of Sri Lanka. 🌀

## Reflections by outgoing SG ..... (Continued from page 1)

productivity comparisons, it is impossible to evaluate the effects of our members' various productivity efforts. Thus, in collaboration with Keio Economic Observatory of Keio University, Tokyo, we launched a research project to produce data that would be internationally comparable."

Among APO projects held to promote productivity in the region, a number of milestones have been achieved through the hard work of staff and member country NPOs. One of them is the Eco-products International Fair (EPIF). The EPIF 2010, the sixth in the series, was held in Jakarta, Indonesia, in March 2010. Since the first EPIF was held in Malaysia in 2004, the fair has continued to expand in scale and become the largest international environmental fair to be held in Asia. More than 90,000 people visited the EPIF in Indonesia.

Takenaka has also been instrumental in the adoption of e-learning. To cope with increasing demand for human resources training, the APO has diversified its approaches to expand its reach to as many stakeholders as possible. e-Learning courses are now offered, which include videoconferencing, live sessions through web-based platforms, and self-learning.

Takenaka will be leaving the office of Secretary-General in mid-September. "Wherever I am, I will always be looking to see productivity flourish in our region and beyond." 🌀





# Productivity methodologies, tools, and techniques

## Making distance disappear: training via videoconference—Eiko Wataya

With recent advances, information and communication technology (ICT) has become more accessible to broader audiences than ever before. The many advantages of ICT attract people who want to obtain knowledge and information. People can find out about events that are happening in other parts of the world in real time, without being hindered by distance and time. ICT has progressed greatly as a tool for training purposes and has become available at reduced cost to achieve development goals and offer learning opportunities to people who had conventionally been excluded from such efforts. One of these tools is videoconferencing (VC). Connecting instructors and participants regardless of the distance between them, VC-based e-learning supports the productivity movement by providing increased opportunities for knowledge-sharing agents to change their current situations for the better.

Since 2004, the APO has partnered with the World Bank Tokyo Development Learning Center (TDLC) and introduced VC-based distance-learning courses through the World Bank Global Development Learning Network (GDLN). By 2010, the number of courses delivered to APO member countries through this VC-based e-learning mode had increased from one to six per year. Subjects covered so far include Total Quality Management, the Toyota Production System, Food Safety Management, Exporting Agrifood Products to Emerging Markets, Green Productivity, and Energy Efficiency. These courses are designed as blended learning courses, making one course four consecutive days in length. For each subject, the same modality is used over three phases to train more participants from 15 to 16 member countries.

### Advantages of VC-based distance-learning courses

As a tool for productivity enhancement, the following advantages of VC-based courses should be highlighted: 1) scaling-up of outreach; 2) access to more experts and resources; 3) course design; and 4) greater cost-effectiveness.

#### *Expanded outreach*

Through the delivery of five courses to 16 countries, VC-based distance-learning courses made it possible to reach out to about 1,500 participants in 2009. It would be almost impossible to do the same if those courses had been conducted in a conventional face-to-face (f2f) training modality. VC sessions can connect multiple countries and provide people with more learning opportunities, without the need for costly travel abroad. In many countries, people who work at the same institutions are able to take part in the courses because of the flexibility of time and the reduced costs of distance learning or e-learning. Many of the APO's GDLN-based distance-learning courses are at the introductory level and thus they are open to an extensive number of eligible participants.

On other occasions, the APO and NPOs select specific target groups of participants. These aspects are well integrated and generate a synergistic



*Participants in Africa are connected in a microfinance course. Photo courtesy of TDLC*

effect to expand outreach. It is also important to note that the more people who join from a specific institution, the more chances and opportunities are generated for institutional changes to occur. In this regard, these courses can be considered not only effective for individual training but also for organizational training and learning. It is always difficult for an individual to create change, but with more colleagues who are able to share the same learning experiences and knowledge gained within the same learning environment, the more the rates of change within their institutions can be accelerated.

#### *Access to more experts and resources*

VC technology is a powerful tool for reaching out to people in different countries and regions. It allows them to communicate on-screen in real time and attract learning experts for each course. Through ICT, people can access “just-in-time” information, knowledge, and experience from anywhere in the world. VC-based seminars are designed with these advantages, to facilitate cross-regional learning and sharing. By using such technology, audiences in different countries benefit from the resources readily available today.

#### *Course design*

Course design is crucial for the APO's e-learning courses due to the content requiring conversion from the f2f to e-learning or distance-learning mode. Thus, in 2004, the TDLC's task manager and instructional designer modified the original design of its Total Quality Management Program by shortening the lecture time to make the course more focused on key topics and added interaction time for question and answer sessions and discussions. This part was designed through the implementation of a three-day VC session. To make the courses more practical as well as to facilitate regional dialogue and knowledge/experience sharing, a field trip and local workshop were also built in the course. These are valuable opportunities for participants to see actual situations firsthand and to understand how the concepts they have learned in the courses can be applied to real situations.


After the local workshop, participants in each country were required to assemble into teams to make presentations. This enabled participants to gain further knowledge on the same concepts or theories applied in different contexts. It created a positive outcome within the course, conducive to high-quality presentations. The APO project officer pointed out that, "Presentations are excellent and sometimes better than f2f training because a competitive element is introduced." Such a combination of different learning modes is called "blended learning" and has become a prototype for most APO courses implemented to date.

#### *Greater cost-effectiveness*

It should be emphasized that the use of distance learning significantly contributes to cost-effectiveness in terms of the number of trainees and days for training per course. The more people participate, the greater the level of cost-effectiveness. It is important to note that in the case of the APO, the quality of courses has been maintained although the cost of training delivery has been reduced. In 2009, about 98% of course participants evaluated the APO's GDLN-based distance-learning courses as "more than expected" or "as expected," which is equivalent to the result from the APO's f2f training courses. This shows that the cost-effectiveness and the quality of courses can be compatible if programs are well designed to meet the specific training objectives.

In the last few years, a Japanese semi-governmental organization has held numerous seminars through VC connections. Overseas embassy attachés and staff of development assistance organizations have been connected with experts in Tokyo in a cumulative total of over 300 countries. "Thanks

to technical innovation, discussion among numerous venues abroad has now become possible," its director commented.

Conventional f2f training has great value, and e-learning is irreplaceable and has its own advantages. The VC-based distance-learning method can generate more learning opportunities for people while facilitating information and knowledge sharing on a large scale. The method is effective, efficient, and economical. Thus the combination of f2f and distance learning makes it possible to meet various communication and learning needs. It has already become one of the most powerful tools today to boost productivity and promote development in all parts of the world. There is no better way to bring people together. 



Eiko Wataya, Program Coordinator, World Bank Tokyo Development Learning Center, is one of the main coordinators of the TDLC team that has been working with various organizations including the APO to deliver GDLN-based distance-learning seminar series since 2004.

#### **p-Glossary**



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


## **e-Learning to increase energy efficiency**

**W**ith the cost of energy rising and extensive energy use resulting in global warming becoming a clear and present danger, it is imperative that countries quickly adopt the most efficient energy technologies and energy conservation techniques. In addition, the implementation of energy efficiency programs can directly benefit organizations by enhancing resource efficiency and productivity, which in turn provides direct monetary benefits. Recognizing that industrial organizations in member countries urgently need technical assistance in this area, the APO has organized a series of projects on energy management and energy efficiency.

During May–July 2010, a three-phase videoconference-based e-learning course on energy efficiency was held which was enrolled in by 310 participants from 14 member countries. The objectives of the course were to train participants in the concept, principles, and fundamental elements of energy management including a set of energy efficiency measures for pumps, boilers, furnaces, cooling towers, and compressors in industries. It was heartening to note that more than 50% of participants were from the private sector.

The course focused on providing basic training with inputs on energy efficiency concepts and fundamentals; thermal energy efficiency for industrial equipment such as boilers and furnaces; electrical energy efficiency in indus-

trial equipment such as chillers, motors, and pumps; energy auditing; experience of Japanese companies in energy efficiency; and steam distribution and utilization. All participants were provided with the APO's energy efficiency manual for supplemental reading in addition to the training material prepared by resource speakers from Japan and India. The course was structured to cover about 14 hours of online sessions and about 11 to 12 hours of offline sessions including group exercises and industrial site visits. This course enabled participants to develop preliminary energy management plans for industries to improve their energy efficiency. It also prepared them to receive more advanced training.

According to a feedback report received from a local facilitator in Pakistan, "The level of understanding and concentration of participants during the session were very good and all the participants showed great inquisitiveness in gaining knowledge." Along the same lines, feedback from Thailand stated that, "In spite of the short duration, the participants proved their potential in conducting systematic analysis using teamwork." Similarly appreciative reports from all participating countries confirmed the success of this e-learning course. High-performing participants from this course will have the opportunity to attend the advanced training course on energy efficiency, scheduled for 6–10 September 2010 in Bangkok, Thailand. 

# Agrobiotechnology at work in the field

**B**iotecnology has had a tremendous impact on agriculture. Applications include the production of seedlings, animal vaccines, biofertilizers, biopesticides, and genetically modified organisms. Multinational corporations with vast R&D facilities developed and marketed early agrobiotechnology products and still lead the competition. Most developing countries, however, do not yet rely on biotechnology to increase farm productivity and farmers' incomes.

The APO organized an observational study mission on the Applications of Biotechnology in the Production of High-value Crops in Taichung, the Republic of China (ROC), 28 June–2 July 2010, in cooperation with the Taiwan Agricultural Research Institute (TARI) of the Council of Agriculture and China Productivity Center. The objectives were to assess applications of agrobiotechnology and examine how member countries could benefit from its adoption after observing successful examples in the ROC. Two international and three local experts gave overviews of current biotechnology utilization, intellectual property strategies of major players, regulatory and institutional stimulus packages to encourage R&D, and how biotechnology can be adopted by small farms and enterprises in rural areas.

After discussing issues raised in the resource and country papers, the 23 participants took to the field. TARI demonstrated plant biotechnologies in action in its laboratories and greenhouse facilities. The Orchid Biotech Park in Tainan is based on vertical integration of R&D, production, and marketing, which has established the ROC as a “kingdom of orchids” with an international clientele. At the headquarters of the Asian Vegetable Research and Development Center, an international NGO, participants were briefed on how it increases vegetable production in tropical developing countries through seed production using cutting-edge biotechnology R&D and given a tour of its research laboratories.

Another seed specialist, award-winning Known-You Seed Co., Ltd., showed participants its seed production and processing plant on its research farm in Fengshan. At the Fengshan Tropical Horticultural Experimental Branch of TARI, the mission members examined its tropical fruit and vegetable gardens, including nethouses, which utilize agrobiotechnologies to improve genetic potential, heat tolerance, and pest and disease control.



*Participants examine the petals of a commercially bred Phalaenopsis orchid during a visit to Yu-Pin Biological Technology Co. Ltd. at the Orchid Biotech Park complex in Tainan, ROC, during a study mission 30 June 2010. APO/Muhammad Saeed*

The numerous site visits exposed participants to a variety of agrobiotechnology applications, and Dr. Sharad Tiwari's evaluation summed up the feelings of most: “The low point was actually the high point, a very tight schedule.” Mission members concurred that agrobiotechnology utilization to increase crop productivity and alleviate hunger was expanding globally, and the Asia-Pacific was no exception. However, risk/benefit assessments of agrobiotechnologies and subsequent risk communication will be critical in gaining their widespread acceptance. 🌀

## Building a cadre of trainers and advisers for women

**S**upporting the development of women's entrepreneurship and teaching women how to manage micro and small enterprises is an effective strategy for enhancing the productivity and dignity of women in rural areas. In many developing countries in Asia, however, institutional programs to support women in developing entrepreneurship and managerial skills are lacking. Many women engaged in agrofood processing businesses do not have any formal training in it or in business management. Thus, few micro and small business enterprises, especially in rural areas, survive over the long term. Due to the important role of women in the rural economies of many member countries, efforts should be made to enhance their technical knowledge in starting and managing small, home-based microenterprises as evidence shows that support through microfinance and entrepreneurship programs have large multiplier effects.

The APO held a training course on Providing Advisory and Training Services to Women on the Management of Micro- and Small-scale Agrofood-processing Enterprises in Kuala Lumpur, Malaysia, 26–31 July 2010. A total of 21 women from 11 member countries successfully completed the course. The course covered selected productivity management tools and techniques in seven modules covering: Concepts and principles of entrepreneurship and agribusiness management; Basic planning tools for starting a small agrofood-processing business; Production planning and operations management; Product quality and food safety management; New product development and productivity improvement; Marketing and logistics management; and Financial planning and budgeting. Participants visited two small companies, My Haiz Sdn. Bhd. and Hajjah Aminah Food Ind. Sdn. Bhd., both started by women as food-processing micro enterprises. Both compa-

nies have prospered, and one now exports its products.

Participant Dr. Kanchan Sandhu, a trainer of women from India, commented, “As I am involved in training women in various fields, I feel I will now be able to guide trainees with more clarity about

the application of energy for initiating and building an enterprise in terms of equity, time, and commitment to adding value to products. This training will also help me to empower rural women trainees in terms of acquisition of processing, packaging, and marketing techniques to start microenterprises to generate employment, develop economic independence, and increase national productivity.”

Resource Person Reuel Virtucio pointed out that low educational level; lack of training opportunities; legal, cultural, and religious restrictions; and heavy demands of household chores were among the factors contributing to the scarcity of women entrepreneurs in many countries. However, those barriers could be broken down if more trainers and consultants for women were available in member countries. 🌀



*Fauziah Binti Mohamed Yah (R), Managing Director of My Haiz Sdn. Bhd., gives pointers to participants on packaging and labeling food products in Shah Alam, Malaysia 29 July 2010. APO/Joselito Bernardo*



## Program calendar

### November

#### Japan

**Multicountry Observational Study Mission on Branding of Local Food and Agricultural Products, 9–16 November 2010.**

► Objective: To study approaches of the Japanese public and private sectors to establish and promote brand names of foods and agricultural products and to formulate strategies for adopting them in member countries.

► Participants: Farmers, representatives of farmers' associations, managers of food enterprises, and government officials or researchers involved in promoting the domestic food industry.

#### Malaysia

**Training Course on Development of Productivity Practitioners (DPP): Advanced Program, 29 November–17 December 2010.**

► Objective: To provide productivity practitioners with advanced knowledge and skills enabling them to deliver promotional, training, and consulting services on productivity techniques to organizations.

► Participants: NPO staff or those from similar organizations who attended DPP: Basic and with more than two years' experience in productivity improvement projects.

#### Philippines

**Training Course on Development of Productivity Practitioners: Basic Program, 1–26 November 2010.**

► Objective: To provide productivity practitioners with basic knowledge and skills enabling them to provide training, consulting, and promotional services to NPO clients.

► Participants: Those who have more than two years' working experience with NPOs or related agencies.

#### Germany

**Mission to a Nonmember Country on GLOBALGAP for Greater Market Access for Agrifood Products, 1–5 November 2010.**

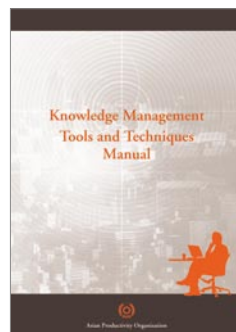
► Objective: To study the latest trends and developments in good agricultural practices (GAP) and GLOBALGAP standard implementation and certification and identify the best practices in Germany.

► Participants: Senior government officers, managers of farms/firms, academics, professional staff of quality assurance/certification bodies, or consultants who are involved in the promotion of GAP and GLOBALGAP.

*Please contact your NPO for details of future APO activities, including eligibility for participation. The project details along with the address of your NPO are available from the APO website at [www.apo-tokyo.org](http://www.apo-tokyo.org).*



## New APO publication



### KM TOOLS AND TECHNIQUES MANUAL

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## 51st WSM to convene in Bangkok

The 51st Workshop Meeting of Heads of National Productivity Organizations (WSM), the APO's annual program planning exercise, will be held in Bangkok, Thailand, 19–21 October. Thailand was one of the eight founding members of the APO, and the Thailand Productivity Institute, the country's NPO, will host the WSM delegates in the dynamic and historic City of Angels.

NPO Heads and Agriculture delegates at the WSM will receive a report on the evaluation of 2009 projects. They will finalize the lineup of upcoming projects in 2011, review those for 2012, and engage in a strategic planning exercise. Other agenda items for the workshop meeting include country presentations by delegates and a statement to be delivered by new APO Secretary-General Ryuichiro Yamazaki. This will be Yamazaki's first appearance at an APO forum.

## APO/NPO Update

#### New APO Alternate Director for Republic of Korea

Mr. Chungwon Park, Director General for Industry and Knowledge Economy, Office of Industrial Economic Policy, Ministry of Knowledge Economy, Republic of Korea, was appointed new APO Alternate Director for the Republic of Korea, w.e.f. 27 July 2010.

#### New NPO Head for Lao PDR

Mr. Somdy Inmyxai, Director General, Small and Medium Enterprises Promotion and Development Office, Lao National Productivity Organization, was appointed new NPO Head for Lao PDR, w.e.f. 12 August 2010.

#### New APO Liaison Officer for Mongolia

Mr. D. Tengis, Mongolia Productivity Organization, was appointed new APO Liaison Officer for Mongolia, w.e.f. 2 August 2010.





## Three keys in the CPC

**T**he China Productivity Center (CPC) was established on 11 November 1955, supported by the government and some 50 public and private firms. The mission of the CPC is to assist industries in enhancing their productivity. The CPC is the earliest established, largest-scale, and most professional management consulting organization for Chinese communities worldwide. As a statutory body closely associated with the Ministry of Economic Affairs, for many years the CPC has been entrusted by the government to promote industrial upgrading and strengthen the competitive edge of enterprises in the Republic of China (ROC). Special projects such as the productivity enhancement program, manufacturing automation, promotion of the commercial district image, and ISO9000 were implemented by consulting teams from the CPC. Currently, more than 500 permanent and temporary staff are employed by the CPC.

### Key success factors in arranging the Secretary-General's visit

The successful organization and arrangements for courtesy calls on the premier, ministers, and other prominent parties in the ROC during the recent trip by APO Secretary-General Shigeo Takenaka can be attributed to the following three key success factors.


*Top management support:* The top management of the CPC, including Chairman Sheng-Hsiung Hsu and President Dr. Pao-Cheng Chang, are always very supportive of APO activities. With their support and good long-term relationships with government agencies and private institutions alike, the CPC was able to organize the visit in which so many departments, agencies, and individuals in both the public and private sectors were involved. The government agencies visited included the Premier's Office, Ministry of Foreign Affairs, and Council of Agriculture. In addition, thanks to support from the top management, the CPC was able to invite additional high-ranking government officials to attend meetings and dinners with the Secretary-General.

*Networking with key persons:* For the past few years, CPC staff have had many opportunities to attend the APO Governing Body Meeting and Workshop Meeting of Heads of NPOs. Those sig-



Members of the APO Affairs Team at the CPC. L-R: Shirley Lin; Eugene Lin, contributor; Lihkuan Lee; Karen Hsueh. Combination picture from photos courtesy of CPC

nificant occasions were usually attended with key persons in charge of APO affairs in government agencies. In addition, several coordination meetings were usually held before CPC staff actually participated in the formal meetings. On those formal and informal occasions, networks were established with key persons in every government agency involved in APO activities. The networks enabled the CPC to arrange official meetings for the APO Secretary-General with top-ranking government officials even with a very limited lead time. During his visit to the ROC, the Secretary-General paid courtesy calls on Premier of the Executive Yuan Den-Yih Wu, Minister of Foreign Affairs Timothy Chin-Tien Yang, and Minister of the Council of Agriculture Dr. Wu-Hsiung Chen. The networks thus proved to be extremely helpful when Secretary-General Takenaka visited Taipei.

*Teamwork:* The APO Affairs Team in the CPC has developed a teamwork model through more than 20 years of experience in conducting APO projects and participating in APO activities. Although the staff members have changed several times during the last few years, the spirit of teamwork is well preserved by the current team, including Chief Lihkuan Lee, Shirley Lin, and Karen Hsueh. Members of the APO Affairs Team have their own responsibility and everyone performs well, either in coordinating with the Premier's Office for the Secretary-General's courtesy call or in inviting high-ranking government officials to the welcome dinner hosted by the CPC. The liaison officer's job was simply a matter of converting the efforts of the team into a seamless service. 

## Two new officers at the Secretariat



APO/YF

Yumiko Yamashita, a new program officer in the Industry Department of the APO Secretariat from 1 August, is a native of Yokohama and holds a Bachelor's degree in Architecture and Urban Development and a Master's in International Politics. She brings to the APO experience in both the public and private sectors, including the Bank of Tokyo-Mitsubishi UFJ, Australian Trade Commission, and Ministry of Foreign Affairs of Japan, specializing in the area of United Nations/international organization affairs.

Outside the workplace, she enjoys cooking, watching movies, and taking part in various musical activities. Yamashita also appreciates taking time to maintain her health and well-being through tennis, yoga, and walking.

At the Secretariat, Yamashita hopes to be able to contribute as much as possible, and in as many ways as possible, to the goals and objectives of the organization. Finally, she looks forward to working with colleagues and partners within the APO network while seeing and experiencing the energy and spirit of the Asia-Pacific region.



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Kritchai Anakamane, who became a program officer in the Industry Department of the APO Secretariat from 2 August, said that he felt "a new day had arrived" when he started in the position. Born in Bangkok, he received a Bachelor's degree in Industrial Engineering from famed Chulalongkorn University and then worked for Toyota Motor Thailand for 14 years. During that time, he became familiar with the Toyota Way and received an MBA.

Kritchai also worked with the Thailand Productivity Institute, where he was a consulting trainer in production management for five years and realized "how important the role of an NPO is in assisting in national productivity improvement." His current goal at the Secretariat is to broaden his perspective to encompass all APO member countries. Kritchai feels that, "Friendship among NPOs is essential to the success of the overall productivity movement."

Although Kritchai is serious about work, he describes himself as "a friendly guy with a typical Thai smile." Married with no children, Kritchai has visited Japan many times and is eager to learn more about its culture after settling into his role at the Secretariat.