



WSM sets future agenda

Nineteen NPO delegates, 18 Agriculture delegates, and 20 advisers representing APO member economies gathered for the 52nd Workshop Meeting of Heads of NPOs (WSM), 18–20 October 2011, in Vientiane, the “Jewel of the Mekong” and capital city of Lao PDR. The objectives were to reconfirm the APO’s 2012 project lineup and approve that for the 2013/2014 biennium, which represent specific activities to advance the productivity movement in the region. The meeting was also attended by three observers, one from the UN Food and Agriculture Organization and two from the National Productivity Improvement Program of the Federal Demographic Council, United Arab Emirates.



Inaugural Session in progress. Photo courtesy of SMEPDO.

Representing the Government of Lao PDR, Minister of Industry and Commerce Dr. Nam Viyaketh delivered opening address and welcomed all delegates. He lauded the role of the APO in promoting productivity in the region since its inception and noted that his country’s association with the APO was significant as it opened its economy to catch up with global economic growth. Deputy Director General Soutchay Sisouvang of the Small and Medium Enterprise Promotion and Development Office (SMEPDO) and APO Alternate Director for Lao PDR gave inaugural remarks.

The meeting elected NPO Delegate from Lao PDR Soutchay and NPO Delegate from Indonesia Yunani Roaidah as Chair and Vice Chair, respectively. On assuming his position, the Chair stated the WSM agenda and asked the Vice Chair to support him. In the first plenary session, Secretary-General Ryuichiro Yamazaki presented APO achievements in the past year (*see pages 2 and 3*) and indicated future directions. He also expressed sincere gratitude to the Government of Lao PDR for its generosity in hosting the meeting.

The first plenary session also discussed and adopted the evaluation report of APO projects in 2010. Secretariat staff then gave a series of presentations to update delegates on the review of the APO membership contribution formula; new strategic directions approved by the previous Governing Body Meeting (GBM) on which the 2013–2014 program plan was based; 2013–2014 project lineup including prioritization criteria; e-learning; and last-minute withdrawal issue.

In the second plenary session, delegates gave insightful presentations covering the role of NPOs in productivity promotion, how to strengthen SME competitiveness, and how to foster innovation and sustainable growth in the region. All of that information will be useful in shaping future APO activities.

On the second day, two concurrent sessions for the industry and service sectors and agriculture sector discussed specific projects for 2012 and the 2013–2014 biennium, including venues and timing for 2012 and in-principle agreement for the 2013–2014 lineup. The actual number of projects in 2013 and 2014 will depend upon budgetary approval by the GBM. The industry and service session was chaired first by NPO delegate from India N.C.Vasudevan and then by the NPO delegate from Cambodia Yea Bunna. The agriculture session was chaired by Agriculture delegate from Lao PDR Khamtanh Thadavong. The industry and service sector session expressed the need to: enhance recognition of APO training courses by associating with other international organizations; develop basic, intermediate, and advanced courses for selected subjects; expand e-learning; and explore cost recovery methods. The agriculture session recommended strengthening postproject evaluation and developing more projects on the impact of climate change on agriculture and international marketing and trade systems. The chairs of both sessions presented reports to the plenary session on day three.

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Summary of Secretary-General's statement

Upon taking the podium to deliver his statement, APO Secretary-General Ryuichiro Yamazaki thanked the Government of Lao PDR for its generosity in hosting the 2011 WSM and Minister of Industry and Commerce Dr. Nam Viyaketh for giving the keynote address. He also acknowledged APO Chair Somdy Inmyxai, APO Director for Lao PDR under the Small and Medium Enterprise Promotion and Development Office (SMEPDO), APO Alternate Director for Lao PDR Soutchay Sisouvong, SMEPDO, and their staff for the meticulous arrangements made. After again expressing gratitude to the Government of Malaysia and Malaysian Productivity Corporation for hosting the 2011 Governing Body Meeting (GBM) at short notice after the 11 March earthquake made it impossible for Japan to host it, the Secretary-General summarized key decisions made at that GBM and updated delegates on follow-up actions.

Secretary-General Yamazaki reported that the 2011 GBM had approved the 2011–2012 budget, and APO Chair Somdy had approved the formation of a task force chaired by APO 1st Vice Chair and APO Director for Malaysia Azman Hashim to review the options for a new membership contribution formula and make recommendations to the 2012 GBM. The Secretary-General also spoke on efforts to find new office space for the Secretariat after the Government of Japan announced it would withdraw the special cash grant to cover office rental, on which the Governing Body would be updated regularly. He thanked member countries who had given special cash grants to deepen the substance and broaden the scope and outreach of APO activities while making up for the budget shortfall for 2012 caused by the rental grant withdrawal. The Secretary-General acknowledged the financial constraints faced by all but said that he would appreciate it if other members could step forward to offer grants.

Secretary-General Yamazaki was pleased that Secretariat efforts to seek funds and collaborate on projects with other international organizations had borne fruit, citing a jointly funded project with the Asian Development Bank Institute and ongoing cooperation with the UN Food and Agriculture Organization and Colombo Plan. He also mentioned the review and subsequent GBM approval of the new thrust and subject areas, saying: “As I have commented before, it is essential to have the



Secretary-General Ryuichiro Yamazaki.

right strategies to chart the direction of the APO but it is even more critical to develop an effective implementation plan.”

Turning to program planning and budgeting for the next three years, the Secretary-General noted the “unprecedented difficulties caused by the strong yen” and warned that the ¥85 to US\$1 exchange set for 2012 would likely need to be revised at next year’s GBM. He went on to detail cost-cutting measures in place in the Secretariat and hoped that with the contingency fund thus built up the APO could maintain its multicountry projects at 52 for 2012. Two future measures were suggested by the Secretariat: not supporting the local implementation costs of e-learning from the general fund from 2013; and combining and sharing the costs of project welcome receptions between the Secretariat and NPOs. However, he cautioned that the Secretariat had made the assumption in compiling the 2013/2014 prioritized project list that “office rental fees would be zero” and requested the support of member countries and NPOs to keep or even increase multicountry project numbers. The Secretariat is proposing 63 such projects for both 2013 and 2014, a jump of 20% over 2012, “a testimony to the Secretariat’s commitment to becoming more cost-effective, as I promised you last year,” Secretary-General Yamazaki pointed out.

When updating the WSM on key projects, the

Secretary-General noted that the Center of Excellence (COE) for Business Excellence (BE) in SPRING was developing a self-help toolkit to help SMEs begin the BE journey and a BE consultants’ manual. He requested proposals for a new COE, since the one within SPRING would end its term in March 2013. The Eco-products International Fair (EPIF), after the seventh of the series in India in early 2011, was on hiatus until 2013 to review its format and structure to ensure that it was even more effective in promoting the Green Productivity (GP) concept. However, Secretary-General Yamazaki pledged to continue GP-related efforts through the development of the Eco-products Database and publication of the 8th edition of the *Eco-products Directory* in 2012. Another key project, the *APO Productivity Databook*, will also be subjected to a review of scope and exploration of additional collaboration with other organizations to ensure that the productivity data collection and analysis project continued to be relevant to member countries.

In June, the Secretariat launched a pilot structured self-learning course on a dedicated web portal. “The reaction to this new self-learning course on the Occupational Health and Safety Management System has been tremendous, with almost 1,900 participants enrolled,” reported the Secretary-General. He said that revamping the APO website had provided new features facilitating online learning to cater to increased demand for such courses. The focus on the public sector continued, and he listed some projects this year and next to improve public services.

With the support of the OECD and Kyushu University Asia Center, the APO completed a two-year research project on Agricultural Policy in Asia in selected member countries. Other research on Productivity Measurement and Monitoring Systems for Agriculture was underway, stated Secretary-General Yamazaki. As directed by recent WSMs and GBMs, climate change and its effects on agricultural productivity were being examined from 2011 as well as farming practices to reduce greenhouse gas emissions. Food safety is a high-priority area in agriculture. In 2011, multicountry and national training programs were organized on food safety management systems, in addition to the establishment of model demonstration food enterprises.

Although the number of multicountry projects

on Integrated Community Development had declined, the Secretary-General pointed out that recent projects had focused on rural enterprise development through community-based rural tourism and the One Village, One Product movement. He urged NPOs to organize large-scale events on these topics, as experience in Cambodia, Lao PDR, the Philippines, and Vietnam had shown that they not only attract hundreds of participants but also the attention of policymakers and the media.

In concluding, Secretary-General Yamazaki said, “My first WSM in Bangkok last year was certainly a very important, eye-opening experience for me. I am very much looking forward to your feedback on our programs and our discussions in the next two days.” He took that opportunity to extend, on behalf of the APO, deepest condolences for the more than 300 deaths caused by the recent flooding in Thailand and expressed sympathy to the damage and suffering caused by that tragedy. He then thanked the Government of Indonesia for agreeing to host the next WSM in 2012 and reiterated gratitude to the Government of Lao PDR, especially SMEPDO, “for graciously hosting the 52nd WSM.” The Secretary-General hoped that all present would have an enjoyable stay in Vientiane, “a city that never fails to charm and impress its visitors.” 🌐

WSM sets future agenda (Continued from page 1)

A short excursion was organized by the hosts on the morning of day three to introduce Lao culture, history, and handicrafts. This was enjoyed by all, as most delegates were visiting the country for the first time. Subsequently, the afternoon closing session heard and adopted the report of the 52nd WSM to the 54th GBM to be held early next year. The observer from the United Arab Emirates Dr. Saeed Abdulla thanked the delegates and hoped to develop a collaborative, productive relationship with the APO and its member countries. Announcing that the Republic of Indonesia would host the next WSM, Vice Chair Roaidah delivered a vote of thanks and invited all to her home country.

APO Secretary-General Yamazaki thanked the Government of Lao PDR, SMEPDO, and all delegates and attendees for conducting a successful meeting and said that the Secretariat would review the revisions in project lineups and submit them to the GBM next April for its approval of the appropriate budget. Quoting the national tourism slogan “Lao PDR is simply beautiful,” WSM Chair Soutchay invited everyone to visit the country again, thanked them and the APO for their contribution to the success of the meeting, and declared the 2011 WSM closed. 🌐

Energy management capacity building: A must today

The APO organized a five-day training course on Energy Management Capacity Building, 26–30 September 2011, in Taipei to address the essential questions of who should manage energy and why and how to do it. The training course was co-organized by the Taiwan Environment Management Association, China Productivity Center, and Foundation for Taiwan Industry Service and was supported by the Industrial Development Bureau, Ministry of Economic Affairs, ROC. The Paris-based International Energy Agency (IEA) also provided an expert to share IEA capacity-building initiatives on energy management.

The course was attended by 25 senior government professionals representing energy ministries and departments, other key stakeholders, and private-sector organizations from 15 APO member economies. “If we do not act now, we will have energy wars” was the opening message to emphasize the urgency of the need to manage energy. The course discussions reiterated that energy management must evolve in an institutional way in developing countries in the Asian region given the limited availability of energy resources. With the rising costs of energy and concerns about global warming, it is imperative that countries establish institutions that promote energy management, energy-efficiency technologies, and energy conservation measures. Such institutions must help industries become globally competitive by making their products energy efficient.

The course also highlighted the need to prepare national and institutional capacity-building frameworks for the development of a pool of energy managers and energy auditors who could serve as catalysts for energy management in industries. In Asia-Pacific countries, there is an alarming lack of such professionals. The course broadened participants’ understanding of the necessary mechanisms to practice sustainable energy management. Participants also made



Training course participants and experts.

observational visits to the energy-efficient building Taipei 101, Cheng Loong Corporation, Ta-Yuan Cogeneration, and ISO 50001-certified AU Optronics.

At the end of the course, the participants individually committed to follow-up actions such as lobbying to include energy-efficiency parameters in building codes, implementing ISO 50000 in their own organizations, and drawing up initiatives for a national certification mechanism for energy managers and energy auditors. The APO Secretariat sent the lists of commitments and suggested initiatives for energy management to the governments of participants’ countries and looks forward to feedback. A Facebook site, EMCBAPO Trg Pgm Taipei 2011, was also set up for future networking and sharing of information. “I gained specific knowledge on ESCO, energy labeling, and ISO 50001 which I can use directly back home,” wrote participant Akbari from IR Iran. 🌐



The productivity movement in Japan: Beyond the disaster on 11 March 2011

Masayoshi Matsukawa, President, Japan Productivity Center

At the start, on behalf of the Japan Productivity Center (JPC), I would like to thank all *APO News* readers for their warm support after the Great East Japan Earthquake on 11 March 2011. Due to the earthquake and related events, Japan's economy and industry were damaged severely. The JPC, as the national productivity organization (NPO) that provides practical solutions for improvement and leads the movement to establish a stable socioeconomic system based on productivity, will make maximum effort to contribute to the reconstruction of Japanese industry.

I would also like to congratulate the APO on its 50th anniversary this year. In collaboration with NPOs and governments of its member economies, the APO has been promoting the productivity movement with respect for human life and dignity. In addition, it has transferred corporate management principles and methodologies for productivity improvement to organizations throughout Asia and the Pacific. Now, this region has become the fastest growing in the global economy, with a GDP about five-fold larger than that of a half-century ago. We can confidently say that the contribution of the productivity network, consisting of the APO and NPOs, has been significant. The JPC took a leading role in establishing the APO in 1961 as one of the eight original member countries. Our efforts have truly paid off.

The APO has recently adopted three new strategic directions: strengthening of NPOs and promoting the development of SMEs and communities; catalyzing innovation-led productivity growth; and promoting Green Productivity (GP). This article first explains the JPC's roles and activities to support the new strategic directions and then summarizes the current productivity situation in Japan after the devastating earthquake in March and introduces JPC initiatives for national revitalization.

Development of SMEs

Similar to other nations, SMEs account for numerous enterprises in Japan: they comprise 99.7% in terms of number of businesses and about 70% in terms of employees. They play a major role in supporting industry and the economy as a whole. It is therefore vital to promote the SME sector.

In supporting productivity improvement among SMEs, the JPC launched the Management Consultant Training Program in 1958, before any other institution in Japan. It has since worked to develop human resources in the comprehensive diagnosis and improvement of SME management. In 2005,



the JPC became the agent for implementing follow-up training programs for nationally certified SME consultants, through which it helps improve their practical management diagnosis capabilities. Utilizing human resources fostered through the training program, the JPC has provided consulting services in fields such as general management, personnel management, and production and quality management.

In recent years, the JPC has worked with local financial institutions to provide SMEs with management improvement guidance. To develop corporate managers, the JPC offers training based on both management position and management function. To foster senior executives, the Top Management Seminar is organized, which introduces the latest trends and best practices in corporate management, and the Challenge of Leadership Program, which cultivates leadership in the next generation of senior managers. In 1995, the JPC established the Japan Quality Award. From the initial stage, the award scheme included a Small Business Category to encourage SMEs to adopt excellent management systems. A simplified management quality evaluation program specifically for SMEs was also developed. Of the 27 award recipients thus far, 11 companies (40%) belonged to the Small Business Category.

In the current severe economic situation, not only major enterprises but also SMEs need to promote global operations to cope with competition. To keep pace with the rapid globalization of Japanese companies, the JPC intends to provide consulting and human resources development services to enhance the quality and productivity of suppliers to Japanese companies operating in Asia. We look forward to working closely with the APO and NPOs in developing such programs.

Innovation-led productivity

In terms of facilitating innovation, in 2007 the JPC estab-

lished the Service Productivity and Innovation for Growth (SPRING) to promote innovation in the service sector. The program recognizes excellent companies with various service innovations, developed the Japanese Customer Satisfaction Index, and conducts pilot cases of introducing scientific and engineering methods in the service sector.

In 2001, the JPC founded the Japan Research Center for Technology and Innovation Management, which studies management methods for enhancing corporate value through technological development and innovation. The center develops the capability of technological innovation managers and conducts research into technological innovation strategies.

Green Productivity

To promote GP, the JPC has promoted consultation services on material flow cost accounting (MFCA). MFCA is a management accounting system for visualizing and calculating various losses arising in the production process, such as "loss of raw material" and "loss of energy." MFCA originated in Germany, was developed as an environmental management method in Japan, and became an international standard under the ISO. Utilizing MFCA, the JPC is conducting consultations on reducing negative environmental impacts and production costs. With the assistance of the APO and Ministry of Economy, Trade and Industry of Japan, the JPC has undertaken technical cooperation on MFCA consultation for the Malaysia Productivity Corporation under the APO Member Country Support Program, 2010–2011. We would like to promote this method among other member countries in the future.

New JPC initiatives: Productivity in Japan after the earthquake

Before the earthquake, the Japanese economy was gradually recovering from the economic recession following the Lehman Brothers collapse in September 2008 and subsequent financial turmoil. However, the recovery was set back by earthquake-related events, including reductions in the electricity supply.

According to the Monthly Labor Productivity Statistics published by the JPC, in April 2011, the "All Manufacturing" index was only 80.4, compared with 100 from the reference year 2005, while the product output of "Transportation Machinery," which was believed to have suffered the most postquake, fell to -49% compared with the same month of the previous year. The index of "Life/Entertainment" in "Nonmanufacturing" was 70.7 in March 2011. Nevertheless, in June 2011, the index of "All Manufacturing" recovered to

96.2, while the product output of “Transportation Machinery” was only -8.4% compared with June 2010. The index of “Life/Entertainment” improved to more than 100.0 in June 2011 (100 = reference year 2005).

The current economic situation resulting from the strong Japanese yen and low stock prices is casting a shadow over the management of Japanese companies. The priority issues in Japan include the recovery of the earthquake and tsunami-stricken areas, enhancing the competitiveness of Japanese industries, reestablishment of a stable electricity supply, and increasing employment. In line with resolving these issues, the JPC has undertaken the following initiatives.


Nihon Sousei Kaigi (Congress for Creating a New Japan): Understanding the reconstruction challenges following the Great East Japan Earthquake as an opportunity for reforming social and economic structures in Japan, the JPC established the Congress for Creating a New Japan in May 2011 to formulate a grand design for the nation overall from the standpoint of the private sector. The congress explores policies on the restoration, reconstruction, and creation of industries, employment, energy, and communities.

Reforming Japan’s productivity (public-sector productivity initiative): This year, the JPC also launched the Study Meeting on Reforming Japan’s Productivity to promote productivity in industries such as healthcare and nursing and childcare, which are traditionally taken up by the government. The group plans to identify issues and make policy recommendations.

University reform for improving productivity: To enhance the quality of the workforce across Japan, the JPC is working to reform universities. We plan to launch a committee this autumn that will deliberate on practical education programs offered by universities to address immediate issues such as employment mismatches and the difficulties university graduates have in



Japanese expert Hiroshi Tachikawa, Managing Director of Propharm Japan Co., Ltd. (L), conducting MFCA consultation in Malaysia. Photo courtesy of JPC.

finding jobs. Based on the attributes and skills that businesses look for in human resources, the committee will recommend policies for the development of educational curricula that foster both expertise and practical abilities. 

Masayoshi Matsukawa graduated from the School of Political Science and Economics, Waseda University. He joined the JPC in 1970 as Manager of the Labor Department. After working as the Director of the Administration, Medical Information System, and Consulting Departments, and then as Deputy Secretary General, he was appointed Secretary General in June 2001. Prior to becoming JPC President in June 2011, he was appointed Director of the Board (2005–2009) and Managing Director (2010–2011). He also serves as Vice Chairman of the All Japan Federation of Management Organizations (Zennoren).


International trade for enhancing food security and foreign exchange earnings

International trade in agrifood products has expanded quickly, fueled by growing consumer demand and technological developments in marketing and processing. Such trade is important for importers to ensure national food security, while exporters view it as a source of foreign exchange. This trend poses major challenges and opportunities for the Asia-Pacific region, especially developing countries. Understanding those challenges and opportunities is critical to benefit fully from global trade, especially among policymakers and marketing executives of agribusiness and food companies. They must be familiar with the relationship between agriculture and international trade, international regulatory frameworks and policies affecting trade flows, trade agreements, tariff and nontariff barriers, and the quality and safety standards of importers.

To enhance understanding of current trends, emerging issues, and opportunities in international trade in agrifood products and create awareness of how agribusinesses/enterprises from member countries can benefit the most from international trade, the APO in collaboration with NPOs of participating members organized an e-learning course on International Trade in Agricultural and Food Products. The course was offered through videoconferencing (VC) using the World Bank’s Global Development Learning Network (GDLN) platform in Tokyo and GDLN/other VC centers in participating countries in three independent sessions conducted 6–8 September (Cambodia, Philippines, Vietnam), 13–15 September (Bangladesh, India, Nepal, Pakistan, Sri Lanka), and 4–6 October 2011 (ROC, Indonesia, IR Iran, Malaysia, Thailand). A total of 248 participants attended.

The course combined live VC sessions with lectures and presentations of case studies by experts, country presentations by participants, and Q&A sessions; offline sessions consisted of group exercises and individual assignments.

Experts from the UN-ESCAP, OECD, USA, Malaysia, Japan, and India delivered VC lectures on: global trends in the international trade of agrifood products; World Trade Organization implications in international trade of agrifood products; roles of multilateral, bilateral, and free trade agreements as well as private standards in facilitating international trade in agrifood products; tariff and nontariff barriers to trade in agrifood products; US Food and Drug Administration regulations governing the exportation of food products to the USA; import regulations on agrifood products in EU countries; agrifood product import regulations in Japan: plant and animal health regulations; fair trade practices; and developing an export promotion strategy for agricultural and processed food products.

The participants provided overviews of the trade performance of their countries, highlighting the impact of the current financial crisis and price volatility on the demand for food exports. They also formulated export promotion strategies and action plans for agrifood products, which were shared via VC. 

Innovation and competitiveness in SMEs

Innovation plays a fundamental role in the success of many SMEs. It is about more than just bringing new, improved products and services to market. It is about finding ways to increase the efficiency of business and, most importantly, profitability, to stay competitive. The increasing technological complexity required for developing new products, short product life cycles, and unceasing competition have forced SMEs to move beyond the philosophy of continuous improvement to more innovative, radical ideas to enhance their competitiveness.

The Korea Productivity Center in coordination with the APO conducted a workshop on Innovation and Competitiveness in SMEs in Seoul, 6–9 September 2011. Aimed at increasing the competitiveness and innovativeness of the SME sector as a basis for sustainable, balanced development and to generate added value in SME products and services, the workshop was attended by a total of 16 participants from 11 APO members. Nine were from SMEs and the remainder from NPOs, NGOs, and government ministries.

The workshop included presentations by three resource speakers: Mah Lok Abdullah, Principal Consultant, Railer Management Service; Jun-Ho Lee, Research Fellow, Korea Small Business Research Institute; and Prof. Jung Wha Han, Hanyang University School of Business. Reports on the challenges faced by SMEs in innovation were given by the participants. Common key concerns included difficulties for small firms to grow and nurture innovation



Participants observing efficient warehouse and storage practice at MH Logistics, Inc.

due to resource constraints, poor access to finance and technologies, and lack of an innovative work culture. Participants also had the opportunity to visit two companies in Seoul, Lutronic and MH Logistics, Inc., for onsite appreciation of an innovative organizational culture leading to competitiveness. 🌀



Special APO 50th anniversary publication project launched in Taipei

The APO, in collaboration with the China Productivity Center (CPC), marked the start of the APO's largest publication project to date with a launch ceremony and expert coordination meeting in Taipei, 6–8 September 2011. The APO 50th Anniversary Special Publication Launch Ceremony was held 6 September 2011 in the International Reception Hall of the Grand Hotel and attended by over 150 guests from the public and private sectors of the ROC, diplomatic community representing APO member economies, and academia. The keynote speaker was Executive Yuan Premier Den-Yih Wu of the ROC. Other high-ranking officials speaking at the event were: from the ROC government, Ministry of Foreign Affairs Vice-Minister Thomas Ping-Fu Hou, Ministry of Economic Affairs Vice-Minister Francis Kuo-Hsin Liang, and CPC President Dr. Pao Cheng Chang; from the APO, Governing Body Chair Somdy Inmyxai and Secretary-General Ryuichiro Yamazaki.

The details of the publication project were finalized in the two-day coordination meeting after the launch ceremony. Chief Expert Dr. Tsu-Tan Fu, Research Fellow and Professor of the ROC Institute of Economics, Academia Sinica, led the discussions. The as-yet untitled anniversary publication, which will take a closer look at the relationship between productivity and socioeconomic development, is made possible through a special grant from the ROC government. The planned book will be in three parts written by different international experts: Part 1 will chronicle the 50 years (1961–2011) of the productivity movement in the Asia-Pacific region



APO and ROC Officials during the lighting ceremony of the project launch. L–R: MOFA Vice Minister Hou, APO Chair Inmyxai, ROC Premier Wu, APO Secretary-General Yamazaki, and MOEA Vice-Minister Liang. Photo courtesy of CPC.

from a macroeconomic performance perspective; Part 2 will cover specific themes that the APO has focused on or started to work on; and Part 3 will feature predictions and insights of various authors on what will shape the future of the Asia-Pacific region through unleashing new sources of productivity in the next 20 years. 🌀

APO/NPO Update

Fiji

New APO Alternate Director and NPO Head

Name: Mr. Kamlesh Prakash

Designation: Director, National Training & Productivity Centre

Effective date: 12 September 2011

Japan

New APO Director

Name: Mr. Kazuhiko Koshikawa

Designation: Director-General, International Cooperation Bureau, Ministry of Foreign Affairs

Effective date: 26 September 2011

Nepal

New NPO Head

Name: Mr. Medani Prasad Neupane

Designation: General Manager, National Productivity and Economic Development Centre

Effective date: 29 August 2011

Sri Lanka

New APO Alternate Director

Name: Mr. S.E.R.T.M.S.P. Bandara

Designation: Additional Secretary, Ministry of Productivity Promotion

Effective date: 11 August 2011



Asian Productivity Organization

PHOTO CONTEST 2012

Theme: *Productivity and Sustainable Development*



The APO Photo Contest 2012 is open to all who are nationals of APO member economies.

Entries must be taken only in APO members from January 2011. The contest starts on 10 October 2011. The deadline for submission of entries is 29 February 2012. Winners will be announced on 31 May 2012.

Twelve winners will be selected:

Grand Prize – US\$1,500
Gold Prize (Industry Category) – US\$1,000
Gold Prize (Agriculture Category) – US\$1,000
2 Silver Prizes – US\$750 each
2 Bronze Prizes – US\$500 each
5 Merit Prizes – US\$250

To download the contest rules and entry form, visit www.apo-tokyo.org.



Workshops on productivity measurement and consultancy in Singapore

SPRING Singapore, in collaboration with key business chambers and associations, has set up five Enterprise Development Centres (EDCs) to provide SMEs with face-to-face advisory services. In 2010, SPRING launched a Productivity Management Programme (PMP) at the EDCs to help SMEs kickstart their productivity journey. Under the PMP, SMEs can attend workshops, obtain advice, and assess their productivity performance with the assistance of productivity advisors at the EDCs. To date, more than 2,500 SMEs have benefited from the PMP.

Productivity measurement is an integral part of productivity assessment and a prerequisite for improving. Many SMEs are not familiar with how to measure productivity and how to apply productivity measurement to support their improvement efforts. To address this gap, SPRING invited Kazuteru Kuroda, Head of the Global Management Center of the Japan Productivity Center (JPC), to conduct a series of workshops on productivity measurement and consultancy for SMEs and productivity advisers under the Technical Expert Service (TES) Program.

The five-day series held 29 September to 5 October 2011 included a half-day public seminar where Kuroda spoke on the importance of productivity measurement and what it means to SMEs. Two SMEs that benefited from the PMP

also shared their experiences on the productivity journey and how they had applied productivity measurement to drive improvement.

The seminar was attended by more than 230 participants from various industries. Kuroda

also observed on-site advisory sessions and conducted workshops to equip EDC productivity advisers with the necessary competencies to assist SMEs. The workshops covered productivity consultancy, measurement, and development of roadmaps. They were appreciated by the participants and provided insights on how advisers could improve their services to meet the needs of SMEs.

SPRING is grateful to the APO and JPC for facilitating the deputation of Expert Kuroda for this TES project. *Contributed by SPRING Singapore.*



JPC SME Expert Kuroda conducting a SPRING workshop.
Photo courtesy of SPRING Singapore.



APO Secretary-General Yamazaki and APO Administration and Finance Department Director Sherman Loo (L) welcoming a delegation from Colombia, 13 September, who visited the Secretariat and some NPOs to learn more of the productivity movement in the Asia-Pacific.



APO Secretary-General Yamazaki meeting with Secretary General Tan Sri Mohd. Radzi Rahman (L) at the Malaysian Ministry of Foreign Affairs, 23 August, to discuss the APO's future directions and Malaysian government's role in APO activities.



Mongolian delegates with APO Industry Department program officers during the Member Country Support Program Observational Study Mission on Productivity Improvement from Mongolia to Japan, 22–26 August.



APO Industry Department Program Officer Yumiko Yamashita (2nd R) with (L–R) Juan Miguel Cuna, Director of the Environmental Management Bureau, Philippine Department of Environment and Natural Resources, June M. Alvarez, Executive Director of the Philippines Center for Environmental Protection and Sustainable Development, Inc. (PCEPSDI), and Commissioner Nadarev Saño of the government's Climate Change Commission at the GP3 Conference held in Manila, 16–18 September, where she spoke on the APO Eco-products Directory. Photo courtesy of PCEPSDI.



APO Secretary-General Yamazaki (L) with President Benigno Aquino, Jr. of the Philippines during the latter's state visit to Japan, 26 September. Photo courtesy of Marubeni Corporation.



APO Secretary-General Yamazaki with ADB President and Chairperson of the Board of Directors Haruhiko Kuroda (C) and Development Academy of the Philippines (DAP) President Antonio D. Kalaw, Jr. (L) during an official visit to the Philippines, 7–8 September, to discuss APO activities with key stakeholders in the Philippine government. Photo courtesy of DAP.