



A·P·O *news*

MONTHLY NEWSLETTER OF THE ASIAN PRODUCTIVITY ORGANIZATION

SPOs in the Philippines: a breeding ground for future leaders

Carmina S. Cereno, Adviser, SPO Philippines

The Productivity Program for Students (PPS) was conceived after a succession of brainstorming and strategizing sessions between the APO Society of the Philippines and the Philippine Chamber of Commerce and Industry (PCCI), the umbrella organization of the private business community. Those two leading productivity advocates signed a memorandum of understanding (MOU) in May 2001 which aims, among others, to: 1) promote and develop productivity and quality consciousness and skills among students; and 2) strengthen linkages between academia and industry by developing working partnerships with colleges and universities. Under the MOU, the formation of student productivity organizations (SPOs), particularly in colleges of business, engineering, and arts and sciences in universities, is a strategy to make academia more responsive to the requirements of industry. The underlying philosophy is that half the task of ensuring longer-range productivity will be achieved if students are inculcated with a culture of productivity and quality.

The idea for the two parties to work closely together on productivity promotion and development stemmed from the realization that in an era of stiff global competition, it is everyone's responsibility to raise productivity and competitiveness, not only of firms but also of individuals, to global standards. Industry can no longer afford to invest in training (and retraining) new hires who were not adequately prepared for work by college or university.

To give flesh to the MOU, the APO Society initiated a series of meetings and workshops of deans and officials of colleges and universities in Manila's "university belt" (U-belt) to identify workable strategies for academia-industry linkages. Manila's U-belt produces the bulk of the Philippine industrial workforce. An offshoot of those workshops was the landmark symposium "Academe and Industry Exchanging Notes on Globalization and Productivity: Visions and Strategies" held on September 7, 2001, at the University of Santo Tomas (UST) and participated in by students, deans, and officials of U-belt schools. Representatives of the government, international agencies, and foreign embassies were also in attendance. During the symposium, a memorandum of cooperation was signed between UST, the PCCI, and the APO Society.

One strategy identified during the PPS conceptualization workshops was short productivity training courses for students who excel academically and/or are leaders of student organizations to prepare them to face the challenges of globalization. After completing at least four courses, the students will be issued ID cards. Upon presentation of the ID cards to PCCI member companies, the students will receive priority in hiring. These students who are predicted to become future leaders of industry and government are targeted to ensure multiplier effects since they will form the national core of productivity practitioners of their generation.

The student-trainees from the various PPS schools formed SPOs to share learning experiences and develop networks. Each short course is known as a batch, and members of each batch formed an SPO to maintain close contact even after graduation. Batch SPOs in each school/university are encouraged to organize themselves as an SPO chapter, drawing into the circle their school friends.

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November 2002

**"I hear and I forget.
I see and I remember.
I do and I understand."**

Confucius

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Second, follow all the rules

One of the more popular business books during the dot.com bubble instructs us in its title to *First, Break All the Rules*. As Americans watched business executives being led away in handcuffs on the nightly news, breaking the rules suddenly seemed like a bad idea. Grand schemes built on imaginative financial shenanigans melted profits and ruined business careers. Americans now celebrate quietly that playing by the rules is back in style. Honesty and hard work have worked well in the past and a return to those simpler times strikes a responsive chord among Americans today. Business heroes of the future may resemble France's Edouard Michelin rather than Tyco's Dennis Kozlowski. The former maintains a single focus (manufacturing the best tires in the world) and a disciplined lifestyle, whereas the latter mimicked the lifestyle of a decadent Caesar and had more subsidiaries than Rome had tributaries. Not surprisingly, Michelin investors and workers find themselves better off than their Tyco counterparts.

“A 4.7% increase in productivity over the last 12 months (the best performance since 1983) is further evidence that tech-savvy employees continue to contribute to the bottom line.”

The saying goes that an economy is in a recession when your neighbor is out of work and in a depression when you are unemployed. Private-sector employment has declined by approximately 1.5 million jobs over the past 12 months. Current employment reports tell us that the number of US workers unemployed for more than six months is the highest since 1994 and involuntary part-time work has grown to 4%. Unemployment among professionals and managers is about 3%, the highest since the early 1990s. Unemployment is hitting the better educated especially hard. Twenty-five percent of the unemployed are college educated.

Graduates from the best US business schools face a stiff labor market with 20% of the graduates unemployed six months after graduation. Parents are surprised to see their once-employed sons and daughters showing up on their doorsteps, MBA diploma in hand, looking for a warm bed and three meals a day. These parents are convinced that an economic depression is at hand.

Instead of productivity fueling an upsurge in hiring, the decline in business demand has meant that the current workforce, utilizing advances in technology, can meet production quotas handily without the help of new hires. Any further declines in demand are quickly matched with reductions in the workforce. Notices of those reductions are front-page headlines. The 6% increase in productivity and a drop of 2.5% in unit labor costs last quarter should have heartened the most cynical observers. The current jobless recovery, however, has the unemployed viewing productivity growth as the villain that robs workers of their livelihood. “If only workers produced less,” they say, “then more workers would be needed.” This is perhaps a myopic condemnation of productivity, but long-term unemployment leaves workers with few charitable thoughts. Still analysts are optimistic that the rise in productivity from 1.5% (1980–1995) to 2.5% (1995–2002) is a sure sign of a better future. A 4.7% increase in productivity over the last 12 months (the best performance since 1983) is further evidence that tech-savvy employees continue to contribute to the bottom line. When demand rebounds, higher employment should follow, allowing productivity's gentler side to show through.

“If it ain't broke, don't fix it.” This generally sound advice is not substantiated by the productivity story behind the retail sector. Two explanations have been offered for the strong productivity figures in retail. One explanation tells us that large retailers, such as Wal-Mart, are increasingly forcing “mom-and-pop” stores out of business. With

Wal-Mart being a more efficient operator, the demise of smaller retailers is a common occurrence. The lower productivity figures of self-employed retailers, therefore, no longer bring down the productivity levels of the retail sector generally. Another study shows that building retail stores from the ground up with the latest technologies is preferable to refurbishing and modernizing existing stores. Newly built stores are said to be responsible for almost all of the productivity growth in the retail sector since the mid-1990s. Perfectly good but slightly dated retail outlets could face demolition for failing to match the productivity of their newly constructed counterparts.

“Newly built stores are said to be responsible for almost all of the productivity growth in the retail sector since the mid-1990s.”

“Trust me” no longer carries the day for business executives. Surveys on trust are now the fad and there are no surprises in the results. The response of 13,000 US workers in one survey revealed that only 40 percent trust their senior executives. Certainly today's accounting jargon reflects the tenor of the times. See if you have heard these phrases in your workplace as defined by Ross Baker, *Boston Globe* writer:

- The Cookie Jar — Keeping cash in various accounts to boost revenues.
- Smoothing — Using cash set aside earlier to improve financial results.
- Stuffing the Channel — Booking revenues from unsold goods sent to distributors.
- Round Trip Trades — Swapping goods or services to give the appearance of sales.
- Boomerang — Manipulating joint ventures to exaggerate sales.
- Spring-loading — Minimizing assets of an acquisition to boost value to purchaser.



“Break the rules” business executives have embraced the book *Atlas Shrugged* by Ayn Rand which extols the virtue of self-interest. Selfishness is not only good for the individual, but is also economically smart and morally correct because it benefits all of society. It is fascinating to note that Web hits doubled on two Rand-related sites and sales of the book jumped into Amazon’s top 100 list as the recent flurry of business scandals hit the front pages. Many business leaders reportedly say that *Atlas Shrugged* was the one book that most influenced them. One survey ranked the book second (behind the Bible) in influencing Americans’ thinking. Recently knighted Alan Greenspan is a proponent of Rand’s, but I doubt that he extended Rand’s objectivist philosophy to include betraying one’s fiduciary duty. For those more willing to follow the rules, another book may be of interest. *Business: The Ultimate Resource* summarizes 70 of the most-read business books of all time and includes 100 biographical sketches of influential business leaders. It also provides the reader with 140 “how-to” essays and more than 100 guidelines for managers, as well as a world business almanac. With all that reading, there would be little time left to break the rules. ☺

Michael Manson had a long and close association with the APO when he was the Assistant Director of the East-West Center’s Institute of Economic Development and Politics in Honolulu. He helped to initiate a number of collaboration programs between the APO and the East-West Center. Manson also served in the Asian Development Bank, and was Director of Communications with the State of Hawaii’s Department of Business, Economic Development and Tourism. He is presently an educator, and a regular contributor to this column.

From the SECRETARY-GENERAL’S Schedule

October 2002

7–10 October

Official Visit to Indonesia

Secretary-General Takashi Tajima visited Indonesia to present a keynote speech at the symposium on “Productivity and National Competitiveness” organized by the Directorate of Manpower Productivity Development, Ministry of Manpower and Transmigration, the NPO of Indonesia.

During his visit, Secretary-General Takashi Tajima paid courtesy calls on the following cabinet ministers:

- Mr. Jacob Nuwa Wea, Minister for Manpower and Transmigration
- Prof. Bungaran Saragih, Minister for Agriculture
- Mr. I. Gde Ardhika, Minister for Culture and Tourism
- Ms. Liana Bratasida, Vice Minister for Environmental Protection, State Ministry of the Environment



(L-R) Secretary-General Tajima, Minister Jacob Nuwa Wea, and Director-General Adang Farid Kantaprawira

He also called on the APO Director for Indonesia, Mr. Adang Farid Kantaprawira, who is also the Director-General, Manpower Training and Domestic Placement Development, Ministry of Manpower and Transmigration.

In addition, the Secretary-General visited and met with senior officials of the Ministry of Trade and Industry, Coordinating Ministry for Economic Affairs, Non-Aligned Movement Centre for South-South Technical Cooperation, and Indofarma Pharmaceutical Company.

17 October

Attended the ground-breaking ceremony of the 2005 World Exposition in Aichi Prefecture, Central Japan.

28–29 October

Attended the 4th Nikkei Global Management Forum on “The Global Corporation: Keys to Innovative Management and Leadership” in Tokyo, as a guest of the Nihon Keizai Shimbun.



URBAN FRINGE AGRICULTURE

APO 246 pp. October 2002 ISBN 92-833-2329-7

Urban fringe agriculture has become an important policy concern in light of the rapid growth of cities in many parts of Asia. The task of ensuring a stable supply of food for urban communities is expected to grow more challenging in the coming years.

Urban fringe agriculture involves the use of intensive methods to produce mainly vegetables, horticultural, and livestock products. Their proximity to markets means that farmers are able to provide their products fresh and to reduce post-harvest losses drastically through minimization of handling and transportation. Urban fringe agriculture also offers employment opportunities, particularly in the livestock sector.

However, urban fringe agriculture does pose certain risks to public health and the environment. For example, the use of chemical fertilizers and pesticides can contaminate the soil and water and pollute the air. The improper disposal of animal waste can lead to public health problems. The sustainability of urban fringe agriculture therefore needs to be intensively studied for the formulation of appropriate policies.

The APO organized a seminar on "Urban Fringe Agriculture" in Japan in May 2000 to review the current situation of urban fringe agriculture in Asia and the Pacific, identify issues and constraints affecting its development, and suggest measures to enhance its contributions to the economy. This publication includes a summary of the findings of the seminar and the resource papers and country reports presented.



MANAGERIAL AND ENTREPRENEURSHIP DEVELOPMENT IN SUPPORTING INDUSTRY

APO 300 pp. October 2002 ISBN 92-833-2333-5

Recent economic developments have created both opportunities and challenges for local industries in developing countries to grow and develop. Most are small and medium enterprises (SMEs) in the supporting industry. The growing presence of foreign

direct investments in developing countries is not matched by the development of local industries capable of providing them with the materials, parts, components, and services that they need. These multinationals thus turn to importing what they need or request their overseas suppliers to invest directly in the countries in which they operate.

To take advantage of the foreign capital inflows and business opportunities, the SMEs in the supporting industry in developing countries should endeavor to develop their entrepreneurial and managerial capabilities. To help in this process, the APO organized a workshop on "Managerial and Entrepreneurship Development for Supporting Industry" in the Philippines in November 2000.

This publication provides a summary of the proceedings of the workshop, the highlights of the presentations made by the resource persons, and the country reports prepared by the participants. It is a useful reference text for those engaged in developing the supporting industry.

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



"A leader is a dealer in hope."

Napoleon Bonaparte

"Wealth is the product of man's ability to think."

Ayn Rand

"I hear and I forget. I see and I remember. I do and I understand."

Confucius

"If you think education is expensive, try ignorance."

Derek Bok

"No gain is so certain as that which proceeds from the economical use of what you already have."

Latin Proverb

"Lost time is never found again."

Benjamin Franklin

"The most important thing about having goals is having one."

Geoffrey F. Abert

"Nothing will ever be attempted if all possible objections must first be overcome."

Zig Ziglar

"Many times when confronted with new or challenging problems, knowing whom to call or where to go for the answers is a valuable tool."

Mark Boyd

"If you don't have time to do it right, when will you find time to do it over?"

Seth Godin

"It has long been an axiom of mine that the little things are infinitely the most important."

Sherlock Holmes

"If you are not focused you will not meet or exceed the duties and responsibilities of your position."

Frederick Alley



The selection and announcement of the winners of any contest is an event that stirs much excitement and anticipation. For the organizers of the APO Photo Contest 2002, it was no exception. They had seen the entries and had their own personal favorites. The question in everyone's mind was: Who will be the lucky winners? On top of the 19 prizes announced in the contest posters and flyers, the APO added five merit prizes. The panel of six judges, including the APO Secretary-General, met on 16 October in the APO Secretariat to select the 24 prizewinners.

This year's Gold Prize goes to Vietnam, which also won last year's Gold Prize. For two years running, Vietnam submitted the most entries with 330 and

525 in 2001 and 2002, respectively. It also won the most number of prizes in these two years. This attests to the high standard of photography among the shutterbugs in Vietnam. We are also aware that the Vietnam Productivity Center has taken great pains to promote and publicize the photo contest. We would like to express our grateful thanks to them and to the other NPOs for their generous and active support, and our heartiest congratulations to the winners.

Panel of Judges

- H.E. Mr. Touqir Hussain, Pakistan Ambassador to Japan
- H.E. Mr. Domingo L. Siazon, Jr., Philippine Ambassador to Japan
- Ms. Sanae Numata, Professional Photographer
- Mr. Hideki Tomizawa, Managing Director, Nihon Keizai Shimbun, Inc.
- Mr. Shigeru Chatani, Director, The Photographic Society of Japan
- Mr. Takashi Tajima, Secretary-General, Asian Productivity Organization

And the winners are...

Gold Prize

(Certificate, US\$1,000 & Camera) Lai Dien Dam (Vietnam)

Silver Prize

(Certificate, US\$750 & Camera) Le Hoai Phuong (Vietnam)
Nisar A. Mirza (Pakistan)
Hii Yii Kuong (Malaysia)

Bronze Prize

(Certificate, US\$500 & Camera) Leah M. Castillo (Philippines)
Aasim Hameed (Pakistan)
Tranco Bao Long (Vietnam)
Vu Anh Tuan (Vietnam)
Nguyen Luong Hieu (Vietnam)

Special Prize

(Certificate & Camera) Taweesak Toloetmongkol (Thailand)
S.M. Wahid Hussain Naqvi (Pakistan)
Ta Quang Bao (Vietnam)
Dao Hoa Nu (Vietnam)
Ha Huu Duc (Vietnam)
Huynh Thanh Binh (Vietnam)
Vu Anh Hieu (Vietnam)
Akkaradej Wimsikkamol (Thailand)
Pang Piow Kan (Malaysia)
Panida Wangniwiatkul (Thailand)

Merit Prize

(Certificate & US\$50) Kazi Akhtaruzzaman (Bangladesh)
Ts. Dejidmaa (Mongolia)
Premalal Ranawila (Sri Lanka)
Tan Soon Keng (Singapore)
Dilip Lokre (India)



Judging in progress. (L-R) Ms. Numata, Mr. Tajima, Mr. Hussain, Mr. Tomizawa, Mr. Siazon, and Mr. Chatani

APO supports International Cooperation Festival

The annual International Cooperation Festival in Tokyo was held on 5-6 October this year. The APO has been taking part since 1998. Each participating organization was given a booth to showcase its services through display of posters and publications, screening of multimedia programs, and the distribution of promotional materials and mementoes. The APO booth featured a lucky draw as well where winners had a choice of handicraft items from member countries.

This year's festival theme was "Come to Our Happy Earth Village" and close to 200 organizations took part. They comprised national aid agencies of Japan, international organizations, special interest groups, and NGOs extolling issues like health care, education, income generation, urban and rural development, environmental protection, human rights, fair trade, and world peace. Add to all this a non-stop musical program and 30 stalls enticing visitors with mouth-watering ethnic food and beverages from all over the world and the carnival atmosphere was unmistakable. An estimated 80,000 people visited the two-day event, and family groups were prominent among them. All in all, it was a colorful event for a most worthy cause.

Developing IT capabilities of NPOs

Globalization is changing the ways in which goods and services are produced and marketed, and the advent of information technology (IT) is dramatically transforming work and business practices. The global market has become extremely competitive, and this is expected to intensify further. IT is an indispensable tool for organizations wishing to become and remain competitive. Globalization and IT are two present-day phenomena that everyone—from individuals to organizations—will have to come to terms with. In the promotion and development of a national IT program, it is generally felt that the NPOs can play a pivotal role as they have extensive experience in human resources development and a vast network of productivity partners in government, industry, and others. For this to be possible, the NPOs themselves must first develop their own IT capabilities

This issue was foremost in mind when 17 IT personnel from the NPOs of 14 APO member countries met in Kuala Lumpur, Malaysia, 21 to 27 September, to review: 1) IT applications by NPOs in their operations; 2) the in-house IT capabilities of NPOs; 3) current programs to serve as IT advisers/consultants to governmental agencies and private-sector enterprises; and 4) future roles and developmental needs. The occasion was the APO workshop on “Strengthening IT Capabilities of NPOs” organized under its Development of NPOs Program.

The workshop revolved around the following themes: 1) Strengthening the NPOs’ IT capabilities; 2) Strategizing the NPOs’ IT promotional program; 3) Helping SMEs to be IT-oriented; 4) Developing IT benchmarks and best practices; and 5) Building networks, including Internet linkages, among NPOs.

The workshop participants were aware that the NPOs are at different stages of development and that a digital divide exists among them. Despite this, most share certain common concerns, foremost among which are the financial constraints that undermine in-house IT capability development and IT applications. The opportunity to learn from each other how the various NPOs are utilizing IT as a productivity and promotional tool was greatly appreciated by the participants. Ms. Ayurzana Odonzaya, participant from Mongolia, found this sharing to be most useful as it enabled those from the younger NPOs, as in her case, to learn from their counterparts from the more advanced NPOs. The par-



Mr. Mah Lok Abdullah, Director-General, NPC Malaysia, presenting certificates to the participants. At far right is Mr. Hamdi Othman, APO Liaison Officer for Malaysia

ticipants also gave high marks to the APOnet recently introduced by the APO Secretariat.

The APOnet is an exclusive Web site based on the extranet platform. It gives the NPOs access to all APO project sites through which they can view or download resource papers, participants’ reports, and the reports of the proceedings. Similarly, APO resource persons and participants can use the site to view or download resource/country papers and other documents relating to the program they are attending and upload their own papers for access by others.

One measure suggested by participants to help NPOs develop their IT skills and know-how is to classify them into groups according to the level of IT capabilities. This would make it easier to cater to the different needs of the NPOs. Three levels were suggested: developed; emerging; and developing. Before this could be done, however, it would be desirable for the APO to undertake a study to determine in which category each NPO should be placed. The more developed NPOs in this regard should be prepared to provide assistance to their less-developed counterparts by transferring their skills and know-how. Each NPO should also be willing to allocate sufficient financial and other resources to support its IT capability development. ☺

SPOs in the Philippines:(Continued from page 1)

Over the next two years, the program hopes to train 1,000 students from Metro Manila. To date, seven productivity courses have been conducted with some 150 participants from 15 colleges and universities in Metro Manila, and seven batch SPOs organized. The APO Society has also forged partnerships with the Employers Confederation of the Philippines and the Philippine Quality and Productivity Movement to expand PPS activities and reach.

Although the PPS was initiated in Metro Manila, it is envisioned that batch SPOs and SPO chapters will be organized nationwide, forming SPO Philippines. Already, leading universities in Mindanao and the Bicol regions

have indicated intentions to adopt the program. A proposal has been submitted to prospective funding institutions to enable the PPS to be “nationalized.”

To develop other interests of SPO members and strengthen the SPOs, the PPS publishes *OPTIONS*, the official newsletter of SPO Philippines, and has offered trainer’s training to 10 SPO members. Those 10 are expected to serve as junior trainers when the PPS is expanded to other regions. SPO Philippines members were among the delegates to the ASEAN Student and Youth Conference on Fighting Terrorism held in Jakarta, Indonesia, in August 2002. ☺



BANGLADESH

Mr. Eu-Hui Thomas Tan, Sales and Marketing Director, Aberg Consulting Pte Ltd, Singapore, was deputed to provide consultancy services in the seminar-cum-exhibition on International Standards on Software & Information Services, 7-12 October 2002.

Mr. S.S. Sharma, Former Secretary, Ministry of Youth Affairs and Sports, India; **Mr. Nelson H. Delailomaloma**, Former Minister of Education, Fiji; **Mr. Yasuhiko Inoue**, Director for International Department, Japan Productivity Center for Socio-Economic Development, Japan; and **Prof. Kaoru Kobayashi**, Professor of International Management and Labor, Sanno Institute of Management, Japan, were deputed to render technical expert services in the NPO Round Table Conference, 16-17 October 2002.

FIJI

Prof. Bani Kumar Sinha, Indian Institute of Management, India, was deputed to conduct training on Operations and Plant Management, 1-3 October 2002.

Mr. Yong Kok Seng, Managing Director, QMC Resource Centre Sdn. Bhd., Malaysia, was deputed to provide consultancy services to industries on QCC; to conduct the ISO Internal Auditors Course; to make a presentation at the Media Seminar; and to serve as a judge in the National Convention on Quality, 23 September-4 October 2002.

Mr. Susumu Ohkata, Representative, Ohkata Consultant Engineering Office, Japan, was deputed to conduct training on Waste Management and Packaging, 13-18 October 2002.

INDONESIA

Mr. James W. Laird, Operations Director for South East Asia, Bywater Consultants, Australia, and **Mr. Aroni Mat Isa**, Consultant, National Productivity Corporation, Malaysia, were deputed to serve as resource speakers in the seminar on Implementation of ISO 9001:2000, 14-18 October 2002.

ISLAMIC REPUBLIC OF IRAN

The following six experts were deputed to serve as resource speakers in the Advanced Workshop on GP for Educators, 1-5 September 2002: **Prof. Bharat Chhapparwal**, Vice-Chancellor, Devi Ahilya University, India; **Dr. Ichiro Minami**, Associate Professor, Department of Environmental Systems Engineering, Kochi University of Technology, Japan; **Dr. Goh Ban Lee**,

Associate Professor, School of Social Sciences, Universiti Sains Malaysia, Malaysia; **Ms. Hiswani Harun**, Senior Project Coordinator, Urban and Environmental Management Centre, National Institute of Public Administration, Malaysia; **Prof. Ramli Mohamed**, Professor, School of Communication, Universiti Sains Malaysia, Malaysia; and **Prof. Tay Joo Hwa**, Head, Division of Environmental and Water Resources Engineering, Nanyang Technological University, Singapore.

The following three experts were deputed to serve as resource speakers in the study meeting on Sustainable Watershed Development, 12-17 October 2002: **Dr. Amado R. Maglinao**, Senior Researcher, Southeast Asia Regional Office, International Water Management Institute, Thailand; **Mr. Mihailo Andjelic**, Senior Technical Officer-Field Project Coordinator, Water Resources Management, FAO, Italy; and **Dr. Mohammed Ali Sharifi**, Associate Professor, Decision Support Systems and Land Use Planning, Department of Urban-Regional Planning and Geo-Information Management, International Institute for Geo-Information Science and Earth Observation, ITC, The Netherlands.

REPUBLIC OF KOREA

Dr. Steven Hung-Chi Wu, President & CEO, Chinese New Idea IP Service Corporation, Republic of China; **Mr. Pramukti Surjaudaja**, President & CEO, Bank NISP, Indonesia; and **Dr. Kazuhiro Asakawa**, Associate Professor, Graduate School of Business Administration, Keio University, Japan, were deputed to serve as resource speakers in the symposium on Corporate Strategic Alliances, 8-11 October 2002.

MALAYSIA

The following three experts were deputed to render technical expert services in the International Symposium on Ecotourism and Green Productivity (GP) - Asia Pacific Ecotourism Conference 2002, 2-6 October 2002: **Mr. Rasainthiran Menayah**, Program Development Officer, Malaysian Nature Society, Malaysia; **Mr. Arturo M. Alejandrino**, Executive Director, Aklan Tourism Task Force, Philippines; and **Prof. Tor Hundloe**, Environmental Management Center, University of Queensland, Australia.

Mr. Bruce Searles, Director, Benchmarking Partnerships, Australia, was deputed to conduct the Benchmarking Study on Project Management, 22-24 October, 2002.

MONGOLIA

Mr. Richard Barton, Australia, was deputed to conduct seminars and provide consultancy services on Business Process Management for Public Administration, 7-15 October 2002.

PHILIPPINES

Ms. Lucia Berte, Proprietor, LMB Quality Consulting, USA, was deputed to conduct a program to Promote Total Quality Management in the Health Care Sector, 7-12 October 2002.

Prof. Hiroshi Osada, Graduate School, University of Yamanashi, Japan, was deputed to conduct a seminar on TQM, 9 October 2002.

Mr. Teruo Kawamura, Senior Researcher, Japanese Standards Association, Japan, was deputed to conduct a TQM Integration Program, 8-12 October 2002.

Dr. Luis Ma. R. Calingo, Dean, College of Business Administration, California State University, USA, was deputed to conduct an orientation workshop and to provide advice on Development of Quality Challenge Framework for SMEs and Local Government Units, 14-16 October 2002.

Program Calendar

Malaysia

ISO 9001:2000 Series Auditor/Lead Auditor Course, 27 January-1 February 2003.

Nepal

Seminar on the Role of Women in Sustainable Rural Development, 3-7 March 2003.

Vietnam

Workshop on Green Productivity and Integrated Community Development, 13-17 January 2003.

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.

Mr. Kim Leng Tan, Managing Director, Knowledge Driver Asia Pte Ltd., Singapore, was deputed to conduct the KM Pilot Program and a workshop at the 14th National Quality Forum, 14-18 October 2002.

SINGAPORE

Dr. Shinichi Miyazawa, Consultant, Japan, was deputed to conduct a seminar and provide consultancy services on Micro Mold Making with Silicon and LIGA Process, 3-14 October 2002.

The following eight experts were deputed to render technical expert services in the International Workshop-cum-Symposium on Life Cycle Assessment (LCA) and Green Productivity (GP), 14-18 October 2002: **Ms. Liana Bratasida**, Deputy Minister for Environmental Conservation, State Ministry of the Environment, Indonesia; **Prof. Tak Hur**, Professor, Department of Material Chemistry & Engineering, School of Chemical & Biological Engineering, Konkuk University, Republic of Korea; **Dr. Meenakshi Kakkar**, Senior Environmental Manager, Steel Authority of India, India; **Dr. Pongvipa Lohsomboon**, Manager, Green Label Project, Business and Environmental Program, Thailand Environment Institute, Thailand; **Dr. Lee Yuh Ming**, Professor and Chair, Institute of National Resource Management, National Taipei University, Republic of China; **Dr. Masayuki Sagisaka**, Deputy Director, Research Center for Life Cycle Assessment, National Institute of Advanced Industrial Science and Technology, Japan; **Prof. Reginald Tan**, National University of Singapore, Department of Chemical and Process Engineering Center, Singapore; and **Dr. Mohd. Nasir Hassan**, Associate Professor, Department of Environmental Science, University Putra Malaysia, Malaysia.

THAILAND

Mr. Richard L. Hurlbert, President, TBX Group, Ltd., USA, was deputed to conduct the Thailand Quality Award (TQA) Assessors Development Program (Phase II), 30 September-5 October 2002.

Mr. Iskandar Yunaini, Expert, Directorate General of Small and Medium Industry and Trade, Ministry of Industry and Trade, Indonesia, was deputed to conduct Small Cottage and Handicraft Industry Development Program, 7-11 October 2002.

Dr. Narciso R. Deomampo, Former Senior Farm Management Economist, FAO Regional Office for Asia and the Pacific, Philippines; **Mr. Khairuddin Tahir**, Chief Executive Officer, International Tropical Fruits Network, Malaysia; and **Mr. Kangwan Tantipongnant**, President, Nana Enterprise, Thailand, were deputed to serve as resource speakers in the seminar on Export Strategies for Tropical Agricultural Products, 7-11 October 2002.

APO/NPO Update

New APO Alternate Director for the Republic of China

Mr. Yung-Hsiang Chen, Director-General, Department of International Cooperation, Ministry of Economic Affairs, has been designated as the APO Alternate Director for the Republic of China with effect from 30 August 2002 in place of **Mr. Andres C.Y. Liu**.

New APO Liaison Officer for the Islamic Republic of Iran

Dr. Mahmood Ghanizadeh, the newly appointed International Affairs Director of the National Iranian Productivity Organization, has been designated as the APO Liaison Officer for the Islamic Republic of Iran with effect from 16 October 2002.

Best of the best in Thai wisdom

Over the past two years, the government of Thailand has been endeavoring to revive the village economy and generate domestic demand at the grassroots level. This is part of its objective to achieve balanced national socio-economic development based on the principles of self-sufficiency, productivity, and sustainability. Several programs were initiated to make this a reality. One was the Village Investment Fund, under which each village is provided with one million baht to develop its own income-generating activities. Another was the “One Village, One Product” scheme where each village is encouraged to specialize in a product that utilizes available local resources and for which the people have developed special capabilities. With these efforts, the government hopes to: 1) enhance national self-reliance by expanding the production of local goods and services and encouraging their purchase by domestic consumers; and 2) generate an international market for Thai products.

The Thailand Productivity Institute (FTPI), in supporting the government’s initiatives in this area, has launched several projects aimed at increasing productivity in business and production undertakings at the village or community level. One was an in-depth study of local communities and their business activities to identify the factors critical to their success. Another was the identification of best practices in 300 community enterprises for use in the establishment of exemplary enterprises to serve as models for others to follow.

The FTPI has noted that small and medium enterprises at the community level are able to produce traditional Thai handicrafts very productively. Their basic weaknesses are poor management and the lack of awareness of available local know-how and technology that could enhance product quality and operational productivity of their products. To help them overcome these shortcomings, the FTPI launched a project to encourage the local communities to use “Thai wisdom” or indigenous know-how in the production process and to be less reliant on imported technology. One outcome the FTPI hopes will soon occur is the participation of Thai investors in this effort to spearhead future growth and development in the handicrafts industry.

In August this year, the FTPI, in collaboration with the Ministry of Industry, Ministry of Finance, and the Community Economy Development Collaborative Committee, held a three-day handicrafts exhibition called “Best of the Best in Thai Wisdom” at the Queen Sirikit National Convention Center in Bangkok to showcase local know-how in traditional products like medicines, agricultural products, textiles, and leather goods. Demonstrations of traditional arts and culture, award-winning industrial inventions, and goods from the “One Village One Product” project were also on display. The prize-winning industrial



Dr. Somkid touring the exhibition

inventions were there to encourage local people to promote their technology to the public, especially for use in the five basic industries—textiles, food processing, agricultural machinery, herbs, and wood products.

The exhibition was graced by Privy Statesman Pichit Kulavanit and Minister of Finance Somkid Jatusritapak. The event, which was open to the public, attracted more than 100,000 people. Held in conjunction with the exhibition were a school debate on “Thai Wisdom” and several panel discussions that focused primarily on increasing productivity at the community level and conserving Thai wisdom and its opportunities in the world market.

Speaking at the opening of the exhibition, Dr. Somkid said that establishing Thai brands is crucial for building the country’s economic competitiveness. “Awareness of our country’s brands is limited, unlike other countries. Germany has built up its brands with a reputation for durability, Italy and France for quality design,” he added. “We need

to determine our own strengths for our own products, and let the world know. If we put our country’s image in the brands, it would be easier to disseminate our products in the market.”

Dr. Somkid suggested the following steps in promoting Thai handicraft products: identify the wisdom; transform that wisdom into products; create the products to suit international tastes; standardize the products; and promote them in the world market. “Twenty years ago, production focused on mass products. This involved producing as much as you could at the lowest cost, with little thought to quality,” said Dr. Somkid. “But times have changed. Manufacturers must use ‘mass customization,’ modifying products to match the needs of the market and changing instantly to accommodate people’s tastes.”

The minister also announced that the government would help fund an exhibition in Japan to showcase about 600 traditional Thai handicrafts as part of its drive to help support the development of the industry. 