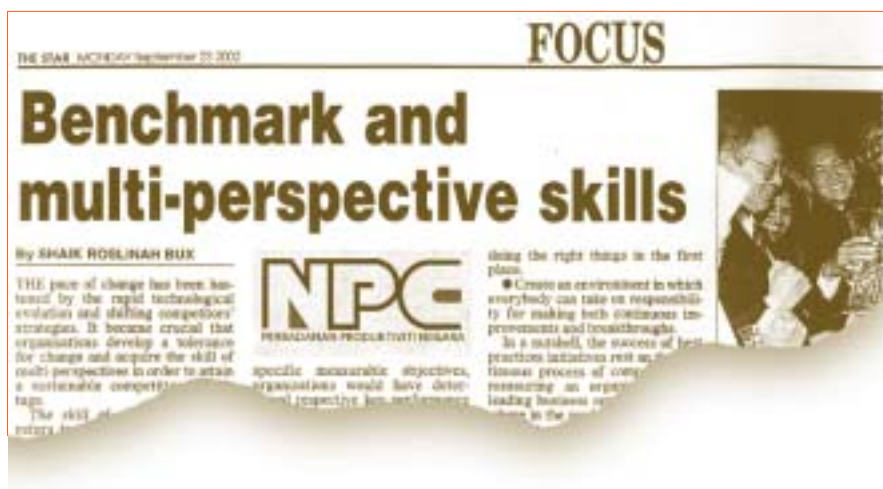




## Reaching for *The Star*: Innovative productivity promotion in Malaysia

**T**he task of promoting productivity and disseminating information on how it can be further improved is serious business. Much is at stake as the issue of productivity is central to a nation's wealth creation, the competitiveness of its products and services, and the quality of life of its people. For this reason, many governments have made a paradigm shift in economic growth strategy—from one that is input driven to one that is productivity driven. No one is more aware of the fundamental importance of productivity than the people in the national productivity organizations (NPOs). Their primary mission is to generate productivity awareness among the people. Most have included the provision of training and consultancy services on productivity to industries in all the economic sectors as another basic function.



In promoting productivity, apart from using tried and tested activities like seminars, conferences, exhibitions, awards, talk shows on TV and radio, press conferences, and how-to publications on ways to achieve higher productivity, NPOs are resorting to new and innovative means of getting the productivity message across to the public. For example, we have productivity marches in Sri Lanka; student productivity organizations in the Philippines; the “Think Smart, Act Smart” productivity campaign in schools in Thailand; mobile offices in the Republic of China; and Thinkathon, a national brainstorming exercise, in Singapore.

In its productivity and quality (P&Q) campaign for this year, Malaysia came up with yet another novel idea—the publication of a series of weekly P&Q articles in one of the country's major daily newspapers, *The Star*. The rationale is sound and simple: the articles reach a vast cross-section of the population and they bring updated information on P&Q to the public. Since its debut, more than 15 articles have been featured. Some past subject areas dealt with included:

- The Business of Productivity
- Push for Productivity, Go for Quality
- Malaysian Route to Excellence
- Adopting an Excellence Framework

(Continued on page 5)

Volume 32 Number 12  
December 2002

**“It is not enough to have knowledge, one must also apply it. It is not enough to have wishes, one must also accomplish.”**

**Johann Wolfgang von Goethe**

### INSIDE

- 2 ... p-Watch—Europe
- 3 ... The Secretary-General's schedule
- 4 ... New APO publications
- 4 ... Common Sense Talk
- 5 ... Bangladesh RTC on Productivity Promotion
- 6 ... Second APO-private sector GP partnership meeting
- 6 ... Message to environmental journalists
- 7 ... p-Experts
- 7 ... APO/NPO update
- 7 ... Program calendar
- 8 ... APO news quiz

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



Printed on Recycled Paper



# Eastern Europe’s productivity challenges

In October 2002, the European Union (EU) gave its formal assent to its most momentous expansion: to admit as new members eight Eastern European countries (plus two island republics, Cyprus and Malta). A key feature of these formerly centrally planned economies is their continuing poverty resulting from poor productivity performance. Overall they have not even reached one-third of Western Europe’s average performance. Moreover—and still more worryingly—this is a very long-term trend, as shown in the Table.

Thus the EU is about to spread its own wealth eastward. This process is not without resistance. Europe’s pampered farmers are just one group to contest this change, since they will have to give up some of their subsidies to benefit the newcomers. The decision to expand EU membership is not primarily economic but political: a reward for past hardships in relinquishing central planning and meeting the political, economic, and social Copenhagen criteria of free-market economies. However, there is an economic light at the end of the political tunnel. After the past dozen years of increasingly open economies in the East, there are signs that expansion will strengthen the EU economically. This was demonstrated at two 2002 national productivity forums in Hungary and Slovakia.

Inevitably, the forums focused on best practices, since adopting and adapting what others have already launched is almost always more efficient than developing new models. Virtually all cases were drawn from manufacturing firms in the automobile industry, demonstrating mainly Japanese but also European and, to a lesser extent, US productivity approaches. Clearly, the future of enterprise in Eastern Europe depends to a significant degree on foreign direct investment (FDI) for both money and know-how, with the latter being predominantly Japanese, from 5S and *kaizen* through to *muda*.

The foremost company example is, however,

German: Volkswagen. Not only has it developed state-of-the-art greenfield sites but also productively turned around brownfield factories, notably Škoda. Its Slovakian productivity and unit labor costs have become benchmarks for the whole enterprise, somewhat to the concern of its Spanish subsidiaries. Some of those plants are now manufacturing high value-added components that are exported to Germany to boost the parent company’s competitiveness.

The importance of FDI in stimulating enhanced productivity has also been one of the characteristics of Europe’s best practice labor productivity performer, Ireland. Ireland tops the OECD’s world league of foreign companies’ share of manufactur-

overall level of education, the Eastern Europeans are clearly capable of being as innovative as their Western counterparts, but with low incomes and little venture capital available, they need some state stimulation and support.

Some of this support comes from the EU and other international bodies. In 2000 the United Nations Industrial Development Organisation launched a new program for the region called E4PQ—“E” represents the electronic underpinning for boosting productivity and quality in Eastern Europe. Moreover, four central European countries have set up their own (small) Visegrad Fund to support transnational cooperation, such as (but by no means mainly for) productivity forums. Such

Table: GDP per person relative to the USA (=100)

	Western Europe	Eastern Europe	Czechoslovakia	Hungary	Poland	Soviet Union
1870	81	36	48	52	—	39
1913	66	29	40	40	—	28
1950	48	22	37	26	26	30
1973	69	30	42	34	32	36
1998	66	20	~30	24	25	14

Source: Angus Maddison, *The World Economy*, OECD, 2001.

ing production (just over 70%, pipping Hungary, with Germany and Japan at 11% and 2%, respectively). Without having any illusions that they can break into Ireland’s productivity league, all Eastern European economies are striving to attract ever more foreign investment, not only to their western borders near current EU states, but also to the brownfield sites of former heavy industrial areas to the east bordering Russia and Ukraine.

However, salvation shall not be by FDI alone. Modernization processes need to be espoused by the population as a whole. Old habits remain heavily entrenched: “The bosses pretend to pay us and we pretend to work.” This is particularly true of “service” (often understood as “no service”) industries. One very powerful way to speed up modernization processes is to embrace competition by joining a common market. With a relatively high

programs can and must only provide shorter-term seed-money. Dependency on EU subsidies breeds a change-repellent culture in several poor regions and rustbelt industries in Western Europe. The Slovakian minister of labor used the opportunity of the national forum to promulgate a new act on “productivity and competitiveness,” which had been three years in the making. This program provides seed-money for “six pillars,” from fostering a competitive environment and raising awareness of quality and innovation to developing human resources, from enhanced labor and environmental protection and boosting partnerships to influencing basic education and broad awareness. In the end, the crunch factor is that although new skills and knowledge can be taught, new attitudes can only be learned.

Such attitude change happens, according to

..... by A.C. Hubert



Volkswagen, most effectively when the workforce can see just why productivity and quality are important: if a minor defect is not eliminated at source, the cost consequences escalate exponentially when it is only detected and eradicated farther down the line. Understanding this, each member of the workforce is more likely to play his or her role because otherwise it will not be just their colleagues who lose their livelihood but also themselves.

**“The importance of FDI in stimulating enhanced productivity has also been one of the characteristics of Europe’s best practice labor productivity performer, Ireland.”**

Elsewhere in Eastern Europe best practices are nearly nonexistent. But in Ukraine, one of the proven tools for fostering such change is emphasized: the joint labor-management study tour abroad to examine standard practices in advanced countries. A recent US\$1 million USAID program for Ukrainian enterprises is calculated to have yielded US\$18 million in profit and cost benefits in just one year. So effective have study tours been that the Bush administration is toying with the idea of launching a new US\$5 billion program for other countries that meet the Copenhagen criteria. Perhaps productivity is again back on the USA’s support agenda for poor countries. ☺

**Anthony C. Hubert is the Secretary-General of the European Association of National Productivity Centers (EANPC) located in Brussels, Belgium. He is a regular contributor to this column.**

## From the SECRETARY-GENERAL’S schedule

November 2002

*1 November*

Secretary-General Takashi Tajima attended the second consultative meeting with Japanese manufacturing companies to discuss greater private-sector involvement in and contribution to Green Productivity. The meeting was hosted by the APO in the Secretariat.

*12 November*

Attended the Nihon Keizai Shimbun Inc. 10th Japanese Business Leaders’ Conference on Environment and Development, Tokyo.

*14 November*

Received Mr. Dennis T. Ling, Manager, Business Development and Marketing Division, State of Hawaii Department of Business, Economic Development and Tourism, who paid a courtesy visit to the Secretariat.

Served as a moderator in the international forum on “The 2002 G8 Presidency and Canadian Foreign Policy” organized by the Japan Institute of International Affairs, Tokyo.

*20–21 November*

Attended the forum on Japan’s reform and restructuring organized by the Japan Productivity Center for Socio-Economic Development.

*28–29 November*

Presented a welcome address at the International Ecotourism Conference Okinawa. He also attended the APO workshop on GP and Ecotourism (28 Nov–1 Dec) held to coincide with the conference so that participants could benefit from both programs.



*Mr. Tajima addressing the International Ecotourism Conference Okinawa. On the platform are: (L–R) Mr. Masayuki Noha, President, Okinawa Convention and Visitors Bureau; Mr. Kazuo Aichi, President, Japan Ecotourism Society; and Mr. Shigemasa Higa, Vice Governor of Okinawa*



## THE QUEST FOR GLOBAL COMPETITIVENESS THROUGH NATIONAL QUALITY AND BUSINESS EXCELLENCE AWARDS

APO 177 pp October 2002 ISBN 92-833-2332-7

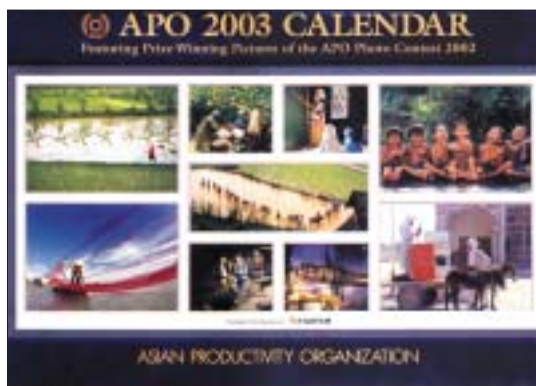
Productivity and quality awards that recognize excellent organizational performance have become a significant tool in a country's efforts to improve the productivity and quality of its goods and services. The pacesetter and model is the Malcolm Baldrige National Quality Award, a major driving force in revitalizing the competitiveness of US firms in the 20th century. Today, more than 70 countries have similar quality and business excellence award systems, including 14 APO member countries.

In September 2001, the APO hosted a symposium on "Quality and Business Excellence Awards" in Fiji to provide a platform for APO member countries to share their experiences in the implementation of such awards for the further enhancement of their effectiveness and to encourage other member countries without such a system to adopt one. This publication is a record of the proceedings of that meeting. It includes the speeches, resource papers, and country reports presented at the symposium.

This is the first book of its kind. It is a useful resource for those who are planning to establish a national quality and business excellence award system to improve the competitiveness of the industries in their nations or to refine further their current systems for greater effectiveness.

## APO 2003 CALENDAR

The APO 2003 calendar has just been released. It features all the 24 prize-winning pictures of the APO Photo Contest 2002. Measuring 52 cm. by 37 cm. and printed in full color, the calendar is beautiful to behold and suitable for display in the office or the home. The APO is making 30 copies available for readers of the *APO News*. If you would like to receive one, kindly send us your request, giving your name and mailing address, preferably by fax at 81-3-5226-3957 or by e-mail at [ipr@apo-tokyo.org](mailto:ipr@apo-tokyo.org). The calendars will be distributed on a first-come, first-served basis.



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](mailto:ipr@apo-tokyo.org)

## COMMON SENSE TALK



"If thou art a master, be sometimes blind; if a servant, sometimes deaf."

*Thomas Fuller*

"Outstanding management, technical excellence, sense of urgency, strategic focus—those are what separate the super successful ventures from the average companies."

*John Doerr*

"I am always doing that which I can not do, in order that I may learn how to do it."

*Pablo Picasso*

"Nothing astonishes men so much as common sense and plain dealing."

*Ralph Waldo Emerson*

"One of the true tests of leadership is the ability to recognize a problem before it becomes an emergency."

*Arnold H. Glasow*

"We cannot be all masters, nor all masters can be fully followed."

*William Shakespeare*

"If you are planning for a year, sow rice; if you are planning for a decade, plant trees; if you are planning for a lifetime, educate people."

*Chinese Proverb*

"I not only use all the brains that I have, but all that I can borrow."

*Woodrow Wilson*

"It is not enough to have knowledge, one must also apply it. It is not enough to have wishes, one must also accomplish."

*Johann Wolfgang von Goethe*

"Making the simple complicated is commonplace; making the complicated simple, awesomely simple, that's creativity."

*Charles Mingus*

# Bangladesh RTC on Productivity Promotion

The National Productivity Organization (NPO) of Bangladesh, with the support of the country's Ministry of Industries and the APO, convened a two-day, tripartite Round-table Conference (RTC) on Productivity Promotion in Dhaka on 17–18 October 2002. It was attended by almost 40 senior members of governmental ministries and agencies, employers' organizations and corporations, labor unions, and academia. They met to forge a national consensus on productivity promotion, to map out a strategy and action plan for enhancing productivity in the country, and to determine ways to strengthen and empower the role and capabilities of the NPO. The APO deputed four resource persons to provide expert input and facilitate the deliberations.

The RTC was inaugurated by Industries Minister M.K. Anwar. He told the meeting that the Government of Bangladesh has adopted the strategy of rapid industrialization, privatization, and productivity improvement to accelerate the economic growth of the country. This growth is to be led by the private sector, and the government is making special efforts to attract domestic and foreign investment. The Minister underlined the importance of productivity, profitability, infrastructure development, and political stability in encouraging investments in the country. To raise productivity, Minister Anwar said that human resources development, labor-management cooperation, and application of modern technology were the primary factors. Higher productivity, he added, would ultimately result in the overall economic growth of the country and a higher standard of living for the people.

The RTC wrapped up its deliberations with a list of recommendations to give the productivity movement in Bangladesh a new impetus. A sampling of those recommendations included:

- The productivity movement should be a national agenda with the Prime Minister providing the leadership.
- There should be a national productivity policy to give direction and momentum to the movement.
- The NPO of Bangladesh should launch a 10-year national productivity campaign that is intensive and massive in scale.
- The national productivity drive should be a tripartite effort involving the government, labor unions, and employers.



Minister Anwar inaugurating the RTC

- There should be close labor-management consultation on productivity and other matters at the enterprise level.
- Development of capabilities for improving productivity within enterprises should be given emphasis.
- National quality and productivity awards should be introduced to honor industries that have taken definitive steps to increase productivity and as an encouragement to others to follow in their footsteps.
- IT should be leveraged for improving productivity.
- The concept and practice of productivity should be incorporated into academic curricula of schools and universities.

The *APO News* spoke to APO Director for Bangladesh Al-Ameen Chaudhury, who is also the Secretary of the Ministry of Industries, on the follow-up plan to implement the RTC recommendations. The first priority, he said, is to reorganize and strengthen the NPO of Bangladesh as it must spearhead the productivity drive. Mr. Chaudhury would like to see more private-sector involvement in the productivity movement as well as in enabling the NPO to fulfill its role. "The more they contribute to building up the movement and the NPO, the more they will gain in return." As momentum builds, there will be a snowball effect, bringing benefits to all concerned and to the country as a whole, he added. ☺

## Innovative productivity promotion

(Continued from page 1)

- Benchmarking for Better Public Service
- The Formation of Benchmarking Communities
- Quality Systems in Enhancing Competitiveness of SMEs
- Eight Criteria of the Prime Minister's Quality Award
- Samsung's Continuous Pursuit of Success
- The Knowledge Worker in Quality Circle Activities

To ensure a sufficient supply of quality articles for *The Star*, the National Productivity Corporation (NPC) Malaysia, the NPO of the country, set up a special task force called *Pasukan Petugas Penerbitan Rencana* (PPPR) to administer this project. It comprises a non-executive chairman, an executive manager, an executive secretary, and four other members representing the major functional areas of the NPC: Training and System Development; Research; Promotion; and Best Practices. These officials of the PPPR are appointed by the Director-General of the NPC. The PPPR determines the topics for the articles, commissions the writers, appoints the editors, and

submits completed manuscripts to the management of the NPC for final approval before submission to *The Star* for publication.

When writers are assigned an article, they are instructed to prepare it in English and to ensure that the content is current, factual, accurate, easy to read, and with a human-interest element. There must be no plagiarism. The length is about 1,200 words with a minimum of diagrams and tables. Writers receive an honorarium for each article published and their authorship is acknowledged.

"Response from the readers and the public has been very encouraging," said Mr. Abdul Latif Abu Seman, NPC Director for Promotion and Joint Ventures. "The number of enquiries received for more information on the subject matters featured in the articles and the P&Q enhancement services of the NPC has been increasing steadily." ☺

# Second APO-private sector GP partnership meeting

**O**n 1 November, senior representatives of 18 leading Japanese manufacturing companies met in the APO Secretariat to review and explore further the APO plan for more intensive private-sector participation in the APO Green Productivity (GP) Program. This was the second meeting. The first was held in June involving 16 companies (see *APO News* August 2002 issue).

APO Secretary-General Takashi Tajima gave a briefing on the APO's participation at the recent World Summit on Sustainable Development in Johannesburg, South Africa. According to him, the role of private-sector corporations in sustainable development is shifting from the awareness to the involvement phase. Mr. Tajima further commented that the experience of Japanese companies in greening the supply chain is both exemplary as well as catalytic in developing an environment-friendly manufacturing base in the APO region. He expressed the hope that the sharing of this Japanese experience at the Manila APO world conference on GP to be held in this December would encourage other APO member countries to promote further and establish green supply chains.

Three examples of "greening supply chains" were presented during the meeting. Kiyoto Furata, General Manager of the Environment Management and Engineering Center of Canon, spoke on the Japan Green Procurement Survey Standardization Initiative. The Seiko Epson Corporation's initiative in greening the supply chain and procurement was presented by the Director of its Global Environment Policy Office, Nobuo Hashizume. Tamae Kobayashi, Executive Officer of the Environmental Division of The Seiyu Ltd., shared the experience of the company in establishing a green supply chain in the retail business.



*Secretary-General Tajima addressing the meeting*

Professor Ryoichi Yamamoto, Director, Center for Collaboration Research and Institute of Industrial Science, University of Tokyo, moderated the discussions. He said that the APO, with the assistance of the NPOs, must endeavor to foster as many green vendors as possible in its member countries and to generate an understanding that greening the supply chain creates business opportunities for the local SMEs. He also pointed out the urgent need to establish a network for the dissemination of information and a database on greening supply chains.

One delegate from a company that is a member of the Green Procurement Network (GPN) informed the meeting that the GPN is planning to develop a world network on green purchasing and that the APO as an international organization could help by standardizing the database and guidelines. Other suggestions made at the meeting included the organizing of a survey on green procurement practices in APO member countries and taking measures to enable SMEs to employ emerging environmental protection techniques and technologies. 🌀

## Message to environmental journalists

As the world proceeds relentlessly with more development, the task of protecting the environment, conserving natural resources, and restoring the earth to its former pristine condition becomes even more urgent. The speed and scope of progress in this endeavor depend essentially on how quickly and extensively the world can be educated on this issue, and the promptness and comprehensiveness of the programs and activities undertaken to deal with it. Here journalists have a critical role in raising public awareness of environmental issues so that they will desire to take remedial and preventive measures of their own and to support programs that have been introduced to address environmental concerns.

This was the message of APO Secretary-General Takashi Tajima to the delegates of the 14th World Congress of Environmental Journalists of the Asia-Pacific Forum of Environmental Journalists (APFEJ) held in Aruthgama, Sri Lanka, 27–31 October 2002. It was presented on his behalf

by Kenneth Mok, APO Director for Information and Public Relations, who later in the program briefed the delegates on the APO Green Productivity concept and practice.

The APFEJ, established in January 1988, is a grouping of 8,000 environmental journalists from 91 countries who took upon themselves the laudatory task of promoting excellence in environmental reporting. Each year it sponsors a world congress to update its members on environmental issues and to facilitate networking and exchange of information. At this year's meeting, the APFEJ International Green Pen Award, first introduced in 1998, was conferred on four outstanding journalists, including Philip Mathews, a Malaysian and former head of the APO Information and Public Relations Department. The other awardees were Mangal Nab Shakya (Nepal), Elizabeth C. Roxas (Philippines), and Ivan Lim (Singapore).



## BANGLADESH

The following three experts were deputed to serve as resource speakers in the workshop on Integrated Productivity Improvement for Supporting Industry, 27–31 October 2002: **Mr. A.M.M. Khairul Bashar**, Director, Centre for Management Development, Bangladesh; **Mr. Sunil Wijesinha**, President, Sri Lanka Association for Quality and Productivity, Sri Lanka; and **Dr. Paritud Bhandhubanyong**, Director, National Metal and Materials Technology Center, Thailand.

## REPUBLIC OF CHINA

The following three experts were deputed to render technical expert services in the workshop on GP and Hazardous Waste Management, 27–31 October 2002: **Mr. Kousuke Ueda**, Secretariat Officer, The Japan Industrial Waste Management Foundation, Japan; **Prof. Hossein Ganjidoust**, Associate Professor and Head, Tarbiat Modarres University, Iran; and **Prof. Tay Joo Hwa**, Head, Environmental and Water Resources Engineering Division, School of Civil and Structural Engineering, Nanyang Technological University, Singapore.

The following three experts were deputed to serve as resource speakers in the study meeting on the Use and Regulation of Genetically Modified Organisms, 18–23 November 2002: **Dr. George B. Fuller**, Vice-President, Regulatory Affairs for Asia Pacific, Monsanto Company, Thailand; **Dr. Keiji Kainuma**, Senior Adviser, Ministry of Agriculture, Forestry and Fisheries, Japan; and **Dr. Akihiro Hino**, Laboratory Chief, National Food Research Institute, Japan.

**Mr. Bruce Searles**, Managing Partner, Benchmarking Partnerships, Australia, was deputed to serve as a resource speaker in the seminar on Benchmarking for Small & Medium Enterprises under the APO Strengthening of NPO Services Program, 21–22 November 2002.

## FIJI

**Mr. Othman Bin Ismail**, Divisional Director, National Productivity Corporation, Malaysia, was deputed to conduct a workshop on ISO 9000 (Revised Standards), 21–25 October 2002.

**Mr. Sipon Dzulkifli**, Manager, National Productivity Corporation, Malaysia, was deputed to conduct a workshop on ISO 14000, 28 October–1 November 2002.

**Mr. Thomas W. T. Chow**, Director, Tourism Institute International, Hong Kong, was deputed to conduct the Advanced Retail Management Workshop, 28 October–2 November 2002.

**Dr. Suporn Koottatep**, Associate Professor, Department of Environmental Engineering, Faculty of Engineering, Chiang Mai

## APO/NPO update

### New APO Director for Nepal

Mr. Lava Kumar Devacota, Secretary, Ministry of Industry, Commerce and Supplies, has been designated as the APO Director for Nepal with effect from 30 October 2002 in place of Mr. Bhanu Prasad Acharya.

### New Alternate Director for Japan

Mr. Motohide Yoshikawa, Deputy Director-General, Ministry of Foreign Affairs, has been designated as the Alternate Director for Japan with effect from 19 November 2002 in place of Mr. Masafumi Kuroki.

University, Thailand, and **Mr. Yoshimasa Konishi**, Registered Professional Engineer, Representative, Konishi Technical Consulting Office, Japan, were deputed to render technical expert services in Technical Assessment for GPDP, 18–22 November 2002.

The following three experts were deputed to serve as resource speakers in the training course on Participatory Project Cycle Management for Community Development, 29 October–7 November 2002: **Mr. Mohan Dhamotharan**, Consultant, Germany; **Dr. Satoshi Hoshino**, Associate Professor, Faculty of Agriculture, Kobe University, Japan; and **Dr. Ulrich Gaertner**, Asian Management Institute Ltd., Switzerland.

## INDIA

**Mr. Tay Boon Keat**, Engineer, Energy Conservation Division, NOVO Environmental Technology Services Pte. Ltd., Singapore, was deputed to render technical expert services in the workshop on Green Energy for Green Productivity, 10–15 November 2002.

**Mr. Yoshiro Takahashi**, General Manger, Total Quality Management Department, Philips Japan, Ltd., Japan, and **Dr. Jisoo Yu**, Professor, Department of Business Administration, Kookmin University, Republic of Korea, were deputed to serve as resource speakers in the symposium on Balanced Scorecard for Strategic Growth, 26–28 November 2002.

## ISLAMIC REPUBLIC OF IRAN

**Mr. Mohd Razali Bin Hussain**, Manager of Quality Research Unit, National Productivity Corporation, Malaysia, was deputed to provide consultancy services on Malcolm Baldrige Award Implementation, 26–30 October 2002.

**Dr. Tongroj Onchan**, President, Mekong Environment and Resource Institute, Thailand, and **Dr. Riaz Hussain Qureshi**, Vice Chancellor, University of Agriculture, Pakistan, were deputed to serve as resource speakers in the study meeting on Role of Small and Medium Farms in Sustainable Agricultural Development, 2–7 November 2002.

## JAPAN

**Mr. John C. Kabat**, Quality Improvement Officer, Department of Administration and Finance, USA, was deputed to conduct lectures on Improvement of Productivity and Management Systems in the Government Sector, 28 October–1 November 2002.

The following three experts were deputed to render technical expert services in the 2nd Preparatory Meeting for the Establishment of the GP Advisory Body, 1 November 2002: **Mr. Nobuo Hashizume**, Director, Global Environmental Policy Office, Seiko Epson Corporation, Japan; **Ms. Tamae Kobayashi**, Executive Officer, Environmental Management Division, The Seiyu, Ltd., Japan; and **Mr. Kiyoto Furuta**, General Manager, Environment Planning Division, Environment Management and Engineering Center, Global Environment Promotion Headquarters, Canon Inc., Japan.

The following three experts were deputed to render technical expert services in the Workshop on Green Productivity and Ecotourism, 27 November–1 December 2002: **Mr. Arturo M. Alejandrino**, Executive Director, Aklan Tourism Task Force, Philippines; **Ms. Lisa Choegyal**, Senior International Consultant, Tourism Resource Consultants, Nepal; and **Mr. Anthony Wong Kim Hooi**, Group Managing Director, Asian Overland Service Tours & Travel, Malaysia

## REPUBLIC OF KOREA

**Mr. Cho Han Kyu**, Chairman, Korean Natural Farming Association, Republic of Korea, was deputed to render technical expert services in the Green Productivity Observational Study Mission on Natural Farming from Malaysia and Vietnam, 4–8 November 2002.

## Program calendar

### Republic of China

Symposium on Technological Innovation in SMEs, 27–30 May 2003.

### Japan

Study Meeting on Enhancing Food Certification Systems for Better Marketing, 16–23 April 2003.

### Republic of Korea

Seminar on Research & Development Management, 1–4 April 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](http://www.apo-tokyo.org).*

## MALAYSIA

The following three experts were deputed to serve as resource speakers in the Third Workshop of the APO Best Practice Network, 28–31 October, 2002: **Mr. Darshan Singh**, Director, SPRING Singapore, Singapore; **Mr. Bruce Searles**, Managing Partner, Benchmarking Partnerships, Australia; and **Dr. Jong Dae Kim**, Professor, Kookmin University, Republic of Korea.

**Mr. Atsuhiko Katsumata**, President, ALL ROUND, INC., Japan, and **Mr. Hitoshi Seki**, SEK Consulting, Japan, were deputed to render technical expert services in the workshop on Green Productivity for Management of a Cleanliness and Maintenance Culture, 28–31 October 2002.

**Dr. Noriyoshi Oguchi**, Professor, Faculty of Commerce, Senshu University, Japan, was deputed to serve as resource speaker in the workshop on Total Factor Productivity, 4–6 November 2002.

## PHILIPPINES

**Mr. Yogesh Punja**, Director Marketing, Punja & Sons Ltd., Fiji, and **Mr. B. N. Jha**, Secretary, Ministry of Heavy Industries & Public Enterprises, India, were deputed to serve as resource speakers in the Annual Business Opportunities Forum 2003, 28 October 2002.

**Dr. Joseph Prokopenko**, International Management Consultant, France, was deputed to render technical expert in the Development Program for Productivity Trainers and Consultants, 25–29 November 2002.

## SINGAPORE

**Mr. Choi Jae Myeong**, Director, Korean Natural Farming Association, Republic of Korea, and **Mr. Kim Seong Doo**, Manager, Korean Natural Farming Association, Republic of Korea, were deputed to render technical expert services in the Technical Assessment for the Candidates of the GPDP Extension and Expansion Program, 28–30 October 2002.

## SRI LANKA

**Prof. Kwangate Prak**, Korea University, Republic of Korea, was deputed to serve as a resource speaker in the workshop on Partnership Development in the Apparel Industry, 11–15 November 2002.

## THAILAND

**Dr. Luis Ma. R. Calingo**, Dean, College of Business Administration, California State University, USA, was deputed to render technical expert services on Benchmarking in Thailand's Higher Education using Malcolm Baldrige National Quality Award Criteria, 25–29 November 2002.

# APO news quiz

Dear Readers,

With our December issue we feature once again our year-end quiz. It's easy and fun as all the answers can be found in this year's issues of the *APO News*. In this year's quiz, we are also soliciting your ideas and suggestions on how we could further improve this newsletter. However, this part of the quiz is optional. We are awarding a cash prize of US\$50.00 each for 10 entries with all answers correct, and another five US\$50.00 cash prizes for the best five ideas proposed to us. This means you may win US\$100.00 with your entry. Each winner will also receive the APO 2003 Calendar. Rules for participation are given below. Mail your entries to: The *APO News*, c/o IPR Division, Asian Productivity Organization, 1-2-10 Hirakawa-cho, Chiyoda-ku, Tokyo 102-0093, Japan. Alternatively, you may send it by fax to: 81-3-52263957.

## Rules for Participation

1. The quiz is open to all *APO News* readers, except for APO Secretariat staff.
2. Each person is allowed to submit only one entry.
3. All entries must reach the *APO News* by 15 February 2003.

1. Which country joined the APO as its 19th member?

- a.  Myanmar
- b.  Laos
- c.  Cambodia

2. Name the writer of *p-Watch—USA*.

- a.  Michael Manson
- b.  A.C. Hubert
- c.  Richard Barton

3. Name the city that hosted the APO Governing Body Meeting in 2002.

- a.  Chiang Mai
- b.  Kuala Lumpur
- c.  Tokyo

4. Which country had the most winners in the APO Photo Contest 2002?

- a.  Thailand
- b.  Vietnam
- c.  Pakistan

5. How much is the cash award for the Gold Prize in the photo contest?

- a.  US\$1,000
- b.  US\$750
- c.  US\$500

6. Vietnam PQ Forum celebrated which anniversary this year?

- a.  First
- b.  Fifth
- c.  Seventh

7. Takashi Tajima is the Secretary-General of the...

- a.  SPO
- b.  NPO
- c.  APO

8. Who is the current APO Chairman?

- a.  Lim Boon Heng
- b.  Bhanu Prasad Acharya
- c.  Manu Leopairote

9. Which country organized a march for productivity?

- a.  India
- b.  Sri Lanka
- c.  Nepal

10. Which country held its First National Productivity Conference in 2002?

- a.  Bangladesh
- b.  Pakistan
- c.  Iran

11. Who said "I hear and I forget. I see and I remember. I do and I understand?"

- a.  Confucius
- b.  Thomas Edison
- c.  Alfred Nobel

12. Which city in Japan hosted the APO Venture Business Forum for three years running?

- a.  Kyoto
- b.  Osaka
- c.  Tokyo

Provide a proposal for improving the *APO News* in not more than 20 words.



Name (Mr./Mrs./Ms.) .....

Address .....

Country .....

Phone ..... e-Mail ..... Fax .....