



# A·P·O *news*

MONTHLY NEWSLETTER OF THE ASIAN PRODUCTIVITY ORGANIZATION

## Mega productivity expo in Thailand

The Thailand Productivity Institute (FTPI), in yet another massive effort to acquaint Thai business executives and entrepreneurs with the tools and techniques for enhancing productivity, organized a mega productivity expo in Bangkok, 14–16 November 2003, with the theme “Productivity for Performance Excellence and Competitiveness.” Held at the Queen Sirikit National Convention Center, its multifaceted program featured an exhibition of productivity tools; productivity talks; productivity clinic; self-assessment program; “edutainment”; and presentation of awards to essay competition winners. More than 12,000 people visited the expo. The event was inaugurated by Mr. Manu Leopaiprote, Permanent Secretary of the Thai Ministry of Industry and APO Director for Thailand.



Exhibition on world-class management

**M**r. Manu, in his address at the opening ceremony, said that the Thai government has reformed the operating systems and work processes of its agencies to improve their efficiency and effectiveness. This has contributed to creating a more conducive environment for business investment. Private-sector enterprises, he added, should likewise upgrade themselves continually so as to attain and sustain competitiveness. Productivity has a direct impact on competitiveness and everyone should be involved in raising its level as they have a stake in it as both consumers and suppliers of goods and services. He urged all present to find appropriate ways to improve their organizations’ productivity and competitiveness. If every organization in Thailand has its own productivity program, this will result in a synergy that will greatly improve the country’s national competitiveness.

A key feature of the expo was an exhibition of productivity tools and techniques that would enable a company to fulfill successfully the seven criteria of the Thailand Quality Award (TQA) and become world class: Leadership, Strategic planning, Customer and market focus, Information and analysis, Human resource focus, Process management, and Business results. Leading Thai industries also hosted booths to showcase their best practices and productivity programs. Among them was Thai Acrylic Fiber, the first winner of the TQA.

In the productivity clinic section of the expo, visitors could seek complimentary advice from FTPI consultants in five

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**“To get profit without risk, experience without danger, reward without work is as impossible as it is to live without being born.”**

**A.P. Gouthey**

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## Customer service in the public sector (part 1)

**W**e can all identify poor customer service when we experience it, whether it is waiting in a queue, hanging on a telephone while it rings and no one answers, unfriendly encounters with service providers, delays in response to phone calls, or response to correspondence that is late, incorrect, or with insufficient or inaccurate information to satisfy our request.

When we experience bad service, it creates a poor impression on us as customers and we often complain to our friends and associates about the experience. A poor service quality image of the organization is spread around. Bad news travels faster than good news: it is estimated that bad reports far outnumber good reports by about 200:1.

Just recently I was in a “customer service” queue at an international airport waiting to collect prepaid airline tickets. My expectation was that I would be able to collect my tickets in a 10-minute time frame. It took 50 minutes. The queue stretched out from eight when I joined to 32 people while I waited. Everyone was unhappy. While this delay continued I decided to collect data on this apparently broken customer service process so I could offer advice for improvement to the organization’s management later. I am sure that you have encountered these examples of queue delays in banks, public utilities, post offices, retail shops, and other organizations. Poor customer service is not the exclusive problem of any one sector. Just pause to consider the loss of personal productivity and inferior service delivering poor customer outcomes.

Outstanding customer service very often makes the difference in the marketplace. When different service providers such as airlines or banks use essentially the same equipment, infrastructure, systems, and processes, what is it that differentiates them in the market so that they are more successful than their competitors? As productivity

specialists, we quickly come to the conclusion that it is the way they handle their customer service in the whole supply chain.

Some airlines and banks with worldwide operations remain publicly owned. Postal services remain public entities in a competitive market with other privately owned service providers. Yet many of these public service organizations are as good as if not better than their private counterparts.

**“Bad news travels faster than good news: it is estimated that bad reports far outnumber good reports by about 200:1.”**

Some years ago Australia Post embarked on a quality service (QS) improvement program. Through enterprise bargaining (workforce) agreements, the management and unions covering the workforce committed themselves to the QS process. This involved workplace self-assessment and contained sets of quality criteria such as:

- Quality commitment
- Staff involvement
- Training and development
- Safety improvement
- Customer focus
- Innovation and
- Quality achievement

Staff in each workplace agreed on how to approach the QS process. The staff and managers involved undertook a self-assessment, rating the current position of the workplace on each criterion, with the assistance of a facilitator. Where the criteria were not being met, a plan for continuous improvement was developed and implemented. When the new performance level was achieved, a QS report and application were developed and endorsed by the facilitator. This went to a QS panel and if approved the panel accredited the

workplace or team with the QS standard. When QS1 and QS2 were met, a small recognition bonus was paid to the members of the workplace team.

The Australian government’s industry support agency, AusIndustry, has developed a Customer Service Charter which is published on the Internet for its clients and all to see ([www.ausindustry.gov.au](http://www.ausindustry.gov.au)). This charter sets out Customer Service Timeliness Targets:

“AusIndustry is committed to quality service delivery. Our customers can expect us to:

- Be friendly and professional
- Answer all calls to hotline or call centre in 10 seconds
- Return telephone messages within one working day
- Respond to more difficult queries within three working days
- Respond to requests for printed information in three working days
- Reply to correspondence to complex issues in 10 working days
- Make payments due within 30 days of receiving an invoice.”

It also publishes product service targets and measurements for various industry groups it is required to service. The Web site also advises customers how to go about complaining about any poor performance compared with these targets.

In a recent public-sector seminar conducted by an NPO, some 30 different public-sector agencies indicated that they considered a “customer complaints process” was essential and common to all. A customer complaints process is found in competitive private-sector enterprises and offers a common process for self-assessment and later benchmarking for improvement across all sectors.

Improvement to customer service processes in the public sector has become a priority in many

..... by **Richard Barton**



countries. The customer base knows what good service is, and has come to expect it in all organizations. Improving customer service in the public sector is a very useful productivity improvement focus area. However, management must recognize that improvement in customer interface must be matched by process improvement for the internal customer as well, or the customer service value will be lost and amount to nothing more than “smile training” because the support processes will still remain chaotic and underperforming unless the customer service focus is systemic.

Improving customer service provides a productivity improvement leap, reduces waiting time and costs to clients, and results in a flow to a more profitable private sector, which pays the taxes to support the public sector.

As a footnote, Australia Post was able to retain its internal postage rate at the same price for 10 years through its (quality service) productivity gains. This productivity improvement has had a direct impact on customer costs, resulting in improved profitability. It is one of the most admired enterprises in Australia and a public-sector organization. ☺

*Richard Barton is the Managing Director of Business Improvement Advisory Services. Previously he was the Business Process and Quality Management Executive for IBM in Australia & New Zealand. He was also General Manager with the Australian Quality Council. He has had a long and close association with the APO. Mr. Barton writes this column regularly for the APO News.*

## From the SECRETARY-GENERAL'S schedule

**November 2003**

*6 November*

APO Secretary-General Takashi Tajima attended a symposium on the “IT Revolution and Transformation of Society,” organized by the Institute for International Policy Studies, Tokyo.

*7 November*

Received Mr. Arif Zaman, Research Fellow, Centre for Organisation Reputation and Relationships, Henley Management College, UK, who paid a courtesy visit to the Secretariat.

*12 November*

Attended the “Panasonic Environmental Forum 2003,” Tokyo. The Secretary-General was accompanied by the following staff members from the Secretariat Environment Department: Director Augustine Koh, Senior Program Officer Takuki Murayama, and Program Officer Setsuko Miyakawa.

*18 November*

Attended the opening session of the Working Party Meeting on Redesigning Integrated Community Development held in the APO Secretariat, 18–20 November.

Later in the afternoon, the Secretary-General attended a symposium on “Economic Cooperation in East Asia,” organized by the Nihon Keizai Shimbun, Inc., Japan Center for Economic Research, Ministry of Economy, Trade and Industries, and Japan External Trade Organization.

*19 November*

Received Prof. Ahsan Iqbal of M.A. Jinnah University and Chairman of the Better Pakistan Foundation, who paid a courtesy visit to the APO Secretariat.



*(L-R) Secretary-General Tajima, Prof. Iqbal, and Dr. Saeed, APO Program Officer (Agriculture)*

*25–26 November*

Attended the APO 4th Asian Forum on Venture Business in Osaka, Japan, where he presented the welcome address. Among other speakers at the opening session was Osaka Governor Fusae Ohta.



## New APO publication



# MISMATCH IN THE LABOR MARKET

*Asian Experience*

APO 448 pp. October 2003 ISBN 92-833-2349-1

Mismatch in labor market occurs the world over, in both developed and developing countries. However, the nature of the mismatch has changed over the years. The traditional cause of mismatch is low labor demand in a situation of high labor supply. This results in unemployment, particularly among the young. However, the new economic setting and technological developments have given labor mismatch a new face—the educated unemployed. As industries become more knowledge based, the demand for highly educated specialists, engineers, and technician increases as well. However, the education and training systems, by the very nature of human resources development, are usually not flexible enough to adapt quickly to meet industry needs. Consequently, highly skilled and educated workers are unable to find jobs as those that they were trained for are no longer in demand. Unemployment among them rises, which can become a source of socio-political conflict. Those who found jobs may be doing work that does not require their skills or training. In this instance, labor mismatch takes the form of underemployment that can lead to a demoralized and unproductive workforce.

This change in the nature of labor mismatch is increasingly apparent in Asia as economies restructure to cope with globalization, competitiveness, and technological development. There are no quick remedies as the problem is multifaceted. However, a better understanding of the exact nature of the situation will help formulate realistic and effective economic and human resources development strategies to cope with it.

It was with this objective in mind that the APO conducted a survey on “Mismatch in Labor Market” in nine of its member countries, 2000–2001. More specifically, it was designed to analyze the nature of past and present mismatches in the labor market in participating countries; understand the causal factors; and suggest measures for minimizing labor mismatch. The survey was led by Professor Hiromitsu Muta of the Tokyo Institute of Technology, who served as the chief expert.

This publication is the report of the survey. It includes an integrated analysis of mismatches in the labor market in Asia by Prof. Muta and country reports by a panel of learned experts drawn from the participating countries: the Republic of China, India, Japan, Nepal, Philippines, Singapore, Sri Lanka, Thailand, and Vietnam. It is a useful reference text for those who are involved in preventing labor mismatch at the industry and national levels.

Some remedial measures the publication recommends to minimize mismatch and increase labor demand are: 1) stimulate the private sector to increase employment; 2) improve and expand the agriculture sector; 3) export labor as a national policy; 4) create jobs for older, more experienced workers; 5) develop short-term training programs to meet the needs of industries; 6) establish training centers in rural areas; and 7) make general education universal.

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



“An individual without information cannot take responsibility; an individual who is given information cannot help but take responsibility.”

*Jan Carlzon*

“True insanity is continuing to do what we have always done while expecting a different outcome.”

*Sigmund Freud*

“The customer you lose holds information you need to succeed.”

*Frederick F. Reichheld*

“To get profit without risk, experience without danger, reward without work is as impossible as it is to live without being born.”

*A.P. Gouthey*

“If we are to achieve results never before accomplished we must employ methods never before attempted.”

*Sir Francis Bacon*

“A cardinal principle of total quality escapes too many managers: you cannot continuously improve interdependent systems and processes until you progressively perfect interdependent, interpersonal relationships.”

*Stephen R. Covey*

“Job security is gone. The driving force of a career must come from the individual.”

*Homa Bahrami*

“The human mind treats a new idea the same way the body treats a strange protein; it rejects it.”

*P.B. Medawar*

# APO Secretariat hosts students' visit

For the second time this year, the APO Secretariat played host to students from Gakushuin Women's College in Tokyo. Fifteen international cultural affairs students visited the Secretariat on 14 November. They were led by Professor Hajime Suzuki, who has been frequently deputed by the APO as a technical expert to member countries. The students were briefed on the APO mission and activities by Kenneth Mok, Director for Information and Public Relations, and on the APO Green Productivity Program by Augustine Koh, Director for the Environment. Prof. Suzuki shared his experience in serving as an APO technical expert. The students' visit was a most welcomed occasion as it provides an opportunity to acquaint Japanese young people with the work of the APO and the importance of productivity to the region's development.



Mr. Koh speaking to the students

## Deliberating on FTAs



Panel discussion in progress

Free trade agreements (FTAs), particularly bilateral ones, are gaining in popularity. They may well become an economic phenomenon of the 21st century as they are seen as an effective way to break down trade barriers, allowing the countries concerned to enjoy preferential access to each other's markets. As FTAs are a relatively new idea for many countries in Asia and the Pacific, the APO organized a seminar on "Implications of Free Trade Agreements in Asia" in Tokyo, 18–20 November, to examine the future direction of FTAs and their implications for APO member countries. It was hosted by Japan's Ministry of Economy, Trade and Industries (METI) and implemented by the Japan Productivity Center for Socio-Economic Development. Eighteen participants from 17 APO member countries took part. The participants also attended a half-day symposium on "Economic Cooperation in East Asia" organized by METI, Nihon Keizai Shimbun, Inc., Japan Center for Economic Research, and Japan External Trade Organization.

## Mega productivity expo in Thailand ..... Continued from page 1

areas: Business management, Quality and environment, Production management, Marketing and finance, and Human resources. A total of 140 consultation sessions were held during the expo.

Dr. Thanong Pittaya, Director of the National Economic and Social Development Board of Thailand, delivered a keynote speech on "Productivity for Performance Excellence and Competitiveness." The expo also saw 31 presentations on various aspects of management and productivity by CEOs, specialists, and specially invited foreign resource speakers. Among the topics covered were: CEO Insight; Leading a Market-focused Organization; Organizational Excellence: The Japanese and Singapore Experiences; and Six Sigma in Action.



Edutainment

The expo program, however, was not all sober and serious. There was edutainment, a light-hearted and fun program where on an open stage popular local celebrities—speakers, singers, songwriters, and DJs—were interviewed on how



Productivity clinic

they balance show business with running their own companies. For instance, James Ruengsak, a pop singer, operates a chicken-rice franchise. Then there was the self-assessment corner where visitors could discover the strong and weak points of themselves and their organizations through a computer-based program. Twelve computers were on hand for their use, and more than 1200 visitors took advantage of them. They could also print out the results and take them to the productivity clinic corner for consultation with FTPI experts.

From 25 September to 20 October this year, the FTPI organized an essay contest for high school and university students. The theme was "Increase Competitiveness with Productivity." There were four prizes for each category. The gold or first prize was Bht20,000 and a certificate. More than 20 entries were received. The results were announced on 3 November and the winners were presented their prizes by FTPI Executive Director Dhawatchai Tangsanga at the expo. 🏆

# Introducing the APO Secretariat (IV)

Starting from the June issue this year, on a bimonthly basis, we have been introducing you to the APO Secretariat and the people behind it. So far, we have looked at the work of three departments: Administration and Finance, Research and Planning, and Industry. The Agriculture Department takes the spotlight in this issue.

## Agriculture Department

The work of this department represents an area that is of growing importance to the APO. Most member countries have a large agriculture sector comprising agriculture, fishery, forestry, and related agribusiness industries. They play a significant role in providing employment, developing regional industries, and managing natural resources. To improve the productivity of these industries and the quality of rural life, the Agriculture Department organizes activities in the following thrust areas: Sustainable development in agriculture; Processing and marketing of agricultural products; and Integrated community development. The activities are categorized into surveys, symposia, study meetings, training courses, seminars, observational study missions, and demonstration projects.

The department's current concerns are enhancing the competitiveness of the agriculture sector by meeting the changing demands of consumers and the global market; ensuring that this sector grows in harmony with societal values



Seated (L-R) Saeed, Nishio, Tsubota, de Leon, Munakata. Standing (L-R) Hasegawa\*, Furuta\*, Hosono\*, Kozuka, and Sakaguchi.  
\* Temporary staff

and expectations, while conserving natural resources and protecting the environment; and building the capacity of rural communities to improve the people's living standards.

The Agriculture Department is headed by Director Kunio Tsubota. He is assisted by three officers—Dr. Manuel S.J. de Leon, Dr. Muhammad Saeed, and Akira Munakata—and three general staff—Yumiko Nishio, Chihiro Sakaguchi, and Satomi Kozuka. ☺

## Improving agricultural marketing infrastructure

In many developing Asia-Pacific countries, agricultural marketing infrastructure (AMI) is generally inadequate and inefficient. Further development and expansion of AMI is difficult for these resource-constrained countries. The alternative is to improve the efficiency and effectiveness of existing AMI through better management. Agricultural markets, if appropriately located, sized, and managed, are basic instruments for promoting competition and improving public health and food control quality, thereby lowering and stabilizing consumer prices, reducing post harvest losses, and preventing urban congestion and pollution.

Recognizing the need to improve AMI in member countries, the APO organized a seminar on "Development of Efficient Agricultural Marketing Infrastructure" in Delhi, 11–17 November, to review the current status of the development and management of AMI, initiatives undertaken to improve it, and possible ways to enhance further its efficiency and effectiveness. It was hosted by the Government of India and implemented by the National Productivity Council of India and the Indian Ministry of Agriculture. Fifteen representatives from 11 APO member countries took part.

Deliberations in the seminar dealt with the following topics: 1) Marketing infrastructure development in Asia and the Pacific—issues and challenges; 2) Participatory approaches for the development and management of efficient agricultural marketing infrastructure; 3) Marketing information sys-



Participants visiting Azadpur Fruit and Vegetable Market

tems for efficient marketing of agricultural/food products—issues and options; 4) Modernizing operations of agricultural wholesale markets: a case study of Azadpur Market, Delhi; 5) Development and management of AMI: experience of India; and 6) Achieving safety and reliability in food for better marketing and consumer satisfaction: experience of Japan.

Participants were taken to visit the Azadpur Fruit and Vegetable Market in Delhi, one of the largest in Asia, where they were able to observe the auction of apples, pomegranates, and oranges. ☺



# p-Experts deputed by the APO

## REPUBLIC OF CHINA

**Mr. Kazushige Hosoki**, Senior Consultant, JMA Consultants Inc., Japan, was deputed to conduct a seminar on Theory of Constraints, 20–21 November 2003.

**Dr. Teruo Mori**, Mori Consulting Office, Japan, was deputed to conduct a seminar on Technology Development for Electronic Parts, 1–6 December 2003.

## FIJI

**Mr. Ian Gaunt**, Chief Executive Officer, Australian Portfolios, Australia, was deputed to conduct training programs on Hazard Analysis and Critical Control Point, 10–21 November 2003.

## INDIA

The following were deputed to serve as resource persons in the symposium on Social Dimensions of Productivity, 16–18 December 2003: **Dr. Andrew Sharpe**, Executive Director, Centre for the Study of Living Standards, Canada; **Ms. Carmencita T. Abella**, President, Ramon Magsaysay Award Foundation, Philippines; **Ms. Emily Sims**, Management Specialist, Management and Corporate Citizenship Department, ILO, Switzerland; and **Dr. Hing Ai Yun**, Associate Professor, National University of Singapore, Singapore.

## APO/NPO update

### New APO Chairman

**Dr. Shoaib Ahmed**, APO Director for Bangladesh and Secretary, Bangladesh Ministry of Industries, was designated as the new APO Chairman w.e.f. 16 September 2003, in place of Mr. A.F.M. Sarwar Kamal. APO Chairmanship for 2003/2004 is held by Bangladesh.

### New APO Alternate Director for Singapore

**Mr. Loh Khum Yean**, Chief Executive, SPRING Singapore, was designated as the new APO Alternate Director for Singapore w.e.f. 4 November 2003, in place of Mr. Lee Suan-Hiang.

## INDONESIA

**Dr. Segundo Joaquin E. Romero, Jr.**, Executive Vice-President, Development Academy of the Philippines, Philippines, and **Mr. Seyyid Husyain Hayder**, Deputy Counsel General, Pakistan Institute of Human Rights, Pakistan, were deputed to serve as resource persons in the symposium on the Role of the Citizen Sector in Socio-economic Development, 9–12 December 2003.

## ISLAMIC REPUBLIC OF IRAN

**Prof. Bharat Chhapparwal**, Vice-Chancellor, Devi Ahilya University, India, was deputed to serve as a resource person in the workshop on Green Productivity for Curriculum Developers, 29 November–4 December 2003.

**Prof. Tomohiro Ohashi**, Department of Psychology and Pedagogy, Meisei University, Japan, and **Dr. Cheol Ho Oh**, Professor, Soongsil University, Republic of Korea, were deputed to serve as resource persons in the study meeting on Reengineering of Government Agencies through IT, 15–18 December 2003.

## JAPAN

**Mr. Lester R. Brown**, President, Earth Policy Institute, USA, was deputed to conduct a lecture at the International Politics and Economy Seminar, 12 November 2003.

**Dr. Yoshihiro Kaida**, Professor Emeritus, Kyoto University, Japan, was deputed to serve as a resource person in the working party meeting on Redesigning Integrated Community Development, 18–20 November 2003.

## MALAYSIA

**Mr. Eizo Asaka**, Representative, Asaka Techno Consulting Office, Japan, was deputed to provide technical expert services in TQM for Production and Non-production Areas, 8–13 December 2003.

## NEPAL

**Mr. Eu-Hui Thomas Tan**, Business Development Director, Magi Technologies Pte Ltd., Singapore, was deputed to provide technical expert services on “e-Business” and “Emerging e-Business Opportunities—Asian Dynamics,” 13–14 November 2003.

## Program calendar

### Fiji

Seminar on Emerging Concerns and Issues in Tourism Development, 19–23 April 2004.

### Japan

Participatory Training Course on Community Development with Rural Life Improvement Strategy, 2–16 February 2004.

### Malaysia

Training Course on ISO 9001:2000 Series Auditor/Lead Auditor Course, 22–27 March 2004.

### Thailand

Training Course on the Balanced Scorecard, 8–12 March 2004.

*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).*

## PHILIPPINES

**Dr. Sheila Kessler**, International Customer Satisfaction Expert, Competitive Edge, USA, was deputed to provide technical expert services in the certificate course on Customer Satisfaction and Relationship Management, 10–19 December 2003.

## THAILAND

**Mr. Praveen Ranjan**, Six Sigma Master Black Belt, Sydney School of Six Sigma, Australia, was deputed to provide technical expert services in the training program on Six Sigma in Manufacturing and Services Sector, 14–20 November 2003.

## HAWAII, USA

**Mr. Burt Lum**, President, Mindwind Labs, USA, was deputed to serve as chief resource person in the workshop on e-Governance, 8–12 December 2003.

## VIETNAM

**Dr. John Man**, Certified Management Consultant, Singapore, was deputed to provide technical expert services on Developing HRM Consulting Services, 3–11 December 2003.

# APO News Quiz

Dear Readers,

It is time for the year-end quiz again. As usual, 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 for slogans for productivity posters that the APO hopes to produce. This part of the quiz is optional. However, if you plan to participate, please ensure that your proposed slogans are your own and not copied from somewhere else. We are awarding a cash prize of US\$50.00 each for 10 quiz entries with all answers correct, and another five US\$50.00 cash prizes for the best five slogans proposed to us. This means you may win US\$100.00 with your entry. Each winner will also receive the beautiful, full-color APO 2004 Calendar.

The quiz is open to all APO News readers, except for APO Secretariat staff. Each person is allowed to submit only one entry. All entries must reach the APO News by 16 February 2004. Mail your entries to: The APO News, c/o IPR Department, 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.

1) The author of the book *New Currents in Productivity Analysis: Where to Now?* is:

- a)  Sung H. Park
- b)  Renuka Mahadevan
- c)  Toru Sase

2) Which country held a National Roundtable Conference on Productivity in 2003?

- a)  The Philippines
- b)  Indonesia
- c)  India

3) TPAF is the new name for the NPO of:

- a)  Nepal
- b)  Lao PDR
- c)  Fiji

4) When was the first Web-based APO e-learning program organized?

- a)  18–20 February
- b)  13–25 July
- c)  8–26 September

5) How many p-Watch writers are there?

- a)  3
- b)  5
- c)  7

6) The APO 2nd World Conference on Green Productivity was held in:

- a)  Japan
- b)  South Africa
- c)  The Philippines

7) In which APO News issue did the first p-TIPS note appear?

- a)  March issue
- b)  May issue
- c)  November issue

8) Who said: "Think like a man of action, act like a man of thought?"

- a)  Henri Louis Bergson
- b)  Mahatma Gandhi
- c)  Harold Geneen

9) Vietnam Productivity Center received the following award on 29 May this year:

- a)  Community Award
- b)  Environment Award
- c)  Productivity Award

10) Who was the guest of honor at the APO Governing Body Meeting?

- a)  President S.R. Nathan
- b)  President Gloria Macapagal Arroyo
- c)  Prime Minister Laisenia Qarase



Picture 1



Picture 2



Picture 3



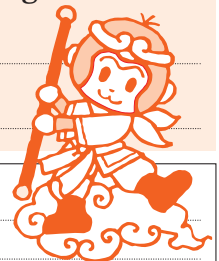
Picture 4



Picture 5

Please select a picture and provide a productivity slogan of not more than 20 words to go with it.

Picture No.: ..... Slogan: .....



Name (Mr./Mrs./Ms.) .....  
 Address .....  
 Country .....  
 Phone ..... e-Mail ..... Fax .....