



APO *news*

Business matchmaking focus in Venture Business 2005

The creation of a new business and making it operationally viable have always been daunting tasks, although business creation is a significant step in revitalizing any economy, whether at the national, regional, or local level. The APO Asian Forum on Venture Business as part of Venture Kansai is one of the major annual programs organized under the APO's thrust area of strengthening small and medium enterprises and reflects the need to nurture and support venture businesses. Each year since 2000, the APO has teamed up with the Osaka Prefectural Government, Nihon Keizai Shimbun, Osaka Small and Medium Business Investment and Consultation Co. Ltd., Osaka Chamber of Commerce and Industry (OCCI), Japan Productivity Center for Socio-Economic Development (JPC-SED), and others to organize this annual gathering. This year, the Venture Business Forum 2005 was held on 8 and 9 November in Osaka, its traditional location. The ASEAN Foundation also came onboard as a cosponsor of the event this year. Venture Kansai covered various themes, including "Regional Revitalization," "Academic-Industrial Alliances," and "Asia and Kansai."



A business matchmaking session

Venture Kansai 2005 comprised a symposium, the program of which was the same as for the APO Venture Business Forum 2005, and the Venture Expo 2005 where participating companies displayed their products and services. The two-day event attracted more than 20,000 visitors, especially to the exposition. Fifty-six participants from 19 APO member countries and four participants from Myanmar attended the event. A total of 120 companies took part in the Venture Expo. As in other years, the APO's program included the facilitation of presentations of business plans by APO participants seeking business linkages with others and a matchmaking service where participants with similar interests were brought together for possible cooperation and business tie-ups. Two selected venture entrepreneurs from APO member countries presented their business plans.

To make the business matchmaking more result oriented, since 2003 the APO has started supplementing the efforts made at the annual Venture Business Forum and collaborated with the OCCI to set up a dedicated Web site to facilitate business-matching services. In 2004, the APO extended this Web-based matching service to face-to-face meetings with the support of business-matching consultants to enable venture entrepreneurs in APO member countries to reach potential Japanese partners. This year

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"It is better to debate a question without settling it than to settle a question without debating it."

Joseph Joubert

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The “Finnish Productivity Centre”

The Finnish Productivity Centre is a name and half a dozen members, but no activities. This is not because Finland has achieved its productivity goals, although it is currently world leader in national competitiveness, providing, as the World Economic Forum noted, world leadership in “smart government spending.” Rather, it is because the nation’s experience over the past 15 years has demonstrated that in an advanced competitive welfare society there is little requirement for an individual productivity “center” but a great need for an extensive productivity “network.”

It is this network that is organizing EPC-2006, a major European productivity congress to be held in August 2006 with the theme “Competitiveness through Productivity.” This will share and compare with others the multiple strands and experiences of productivity enhancement in Finland since the catastrophic collapse of the Soviet Union in 1990. Catastrophic is not too strong a word because virtually one-quarter of the country’s trade disappeared almost overnight and unemployment soared from some 4% to over 20% within a two-year period. Not just Finland’s trade but also its existence as a welfare society was at stake.

Faced with the gravity of that situation the “productivity partners,” i.e., organized employers and trade unions, agreed that the only means for a small economy to survive was to attack, since globalization cannot be kept at bay but must rather be harnessed. In other words, rather than try to dampen productivity growth, which is still all too often seen in Europe as a job killer, the partners agreed that a national program should be launched to enhance it in all walks of life. For some trade unions groomed in anticapitalism, the decision, although not easy, was facilitated by focusing the emerging program on action research in areas that could support sustainable employment growth. “Innovation” was the watchword; “restructuring,” although necessary, was to play second fiddle. In all cases it was agreed that the “spirit of cooperation” was the essence of productivity development.



“In all cases it was agreed that the ‘spirit of cooperation’ was the essence of productivity development.”

The basic idea for the program was simple: within the information society, companies and organizations, whether in the public or private sector, have problems and opportunities that can benefit from the knowledge and insights of researchers. But the “practice” elements, i.e., managers and employees at the workplace, need to spell out these problems clearly before “research” can help tackle them. To ensure that society as a whole would benefit from a national program designed around these issues, joint trade union-employer monitoring was instituted at all major stages of projects: determining the broad areas of concern, checking developments, spreading knowledge of the cases and ideas as they emerged, and jointly evaluating the outcomes of each project. To ensure that companies were not simply being subsidized, each had to provide one-half of the financing needed and could tap the gamut of development funds available in Finland, which is an example of the country’s “smart government spending.”

Between 1993 and 2004 three versions of the program were offered, of three and then four years’

duration. Different governments (which are always coalitions in Finland) incorporated the program anew into their policy statements for getting the country back on track and then bringing it into a leadership position within the EU. The overall amounts spent were not huge, amounting to 12 million over the total period; but this ensured that some 250 researchers and professionals working part-time became linked in a national productivity network, with an increasing number of PhD theses examining various aspects of productivity.

Projects were clustered around a number of themes, including approaches to making smaller companies more productive, improving the tools of productivity measurement at national and corporate levels, making logistic chains more efficient, promoting partnership approaches at the corporate level, and developing productivity in office work and administration more generally.

To promote productivity in smaller enterprises, the program first supported the development of a corporate productivity measurement toolbox based on simple partial productivity ratios. Second, it developed examples showing that productivity can be raised as a by-product of enhancing any aspect of a company’s activity. For example, improvements in physical working conditions or workforce involvement in decision making can and do lead to measurable increases in productivity overall as well as in the quality of working life. Third, although Finland, like all states, had already developed a battery of services for SMEs, the program contributed to filling in gaps.

Particular attention was also paid to public service productivity, especially within local authorities and governments. Performance can now be studied using a multidisciplinary approach covering strategic human resources management, organizational learning, and knowledge management. The evaluation tool used, the balanced scorecard, covers the four areas of effectiveness and efficiency, processes, customers, and human

resources. Mechanisms and contexts have been worked out for integrating performance evaluation as an instrument for strategic management and organizational learning.

The concept of the Finnish program gave rise to similar national programs in three other strategic areas: workplace development, the aging workforce, and well-being/stress at work. At the beginning of 2004, all four were combined into a single "Programme for the Development of Productivity and Quality of Working Life." A total of €87 million has been earmarked for the new six-year program, through which it is aimed to involve fully 10% of the Finnish workforce through 1,000 development projects.

The new program is striving to embed in society the concept of sustainable productivity growth, which is growth based on simultaneously regenerating (instead of using up) employees' individual and collective talents and resources at the workplace. This requires providing individuals with opportunities to influence their work and career development, ensuring well-being at

work and cooperation and trust between employees and management. This broadened concept of productivity is essential in a country (and continent) confronted with a rapidly aging workforce with its associated problems of fatigue, stress, and struggles to cope caused by the increased pace of work as well as obsolete managerial and organizational practices.

Finland is today becoming a destination of pilgrimage from across Europe, if not the world, for those who want to understand better how Europe's productivity laggard has turned itself into its competitiveness leader. ☺

Anthony C. Hubert is President of EuroJobs, an organization he established to promote efforts to raise the quality of working life and productivity in Europe. He was formerly Secretary-General of the European Association of National Productivity Organizations. He writes regularly for this column.



p-TIPS

Dream teams (The discipline of teams)

The July–August 2005 issue of the *Harvard Business Review* was devoted to "the high-performance organization," with articles both old and new. First published in 1993, "The discipline of teams," by Jon R. Katzenbach and Douglas K. Smith, remains relevant today, since teamwork is a highly regarded way to increase the productivity of any organization and smart executives actively encourage it. Although there is no "one way" to ensure that teams perform well and work productively, eight points were recommended by the authors.

- 1) Establish urgency, demanding performance standards and direction. The entire team must believe that its project is urgent and meaningful. Teams perform best in a compelling context, which is why companies with "strong performance ethics" depend on them.
- 2) Select members for skill and skill potential, not personality. Teams often decide which skills they need after formation. Managers should choose those with existing skills, or strong potential to develop them, to get the job done.
- 3) Pay particular attention to first meetings and actions. First impressions are important; someone who takes a phone call mid-meeting sends the wrong signal.
- 4) Set some clear rules of behavior. Come to an agreement on attendance, confidentiality, timely completion of individual assignments, freedom of discussion, and not assigning blame.
- 5) Set and seize upon a few immediate performance-oriented tasks and goals. Identification of challenging goals that can be achieved quickly helps meld the team and emphasizes the importance of performance results.
- 6) Challenge the group regularly with fresh facts and information. Not all necessary information resides in the group. Conduct research, consult others working in different areas, and view problems from fresh angles.
- 7) Spend lots of time together. Successful teams allow time to become and remain teams. Insights often come when ideas are "batted around" a meeting table. e-Time and phone calls count, too, especially later in the project.
- 8) Exploit the power of positive feedback, recognition, and reward. There are many methods to reward team performance other than monetary, from direct feedback from senior executives to group awards. Satisfaction shared in its own performance may be the most powerful reward to a team.

Strengthening regional development

There are many excellent business corporations and organizations that utilize various human resources and local characteristics effectively in specific regions. With expanded IT utilization and easier geographic access due to improved transportation systems, enterprises can be competitive in the global market despite distance from central business centers. In both developed and developing countries, there is growing recognition of the need to accelerate regional industrialization due to the negative effects of excessive concentration of national resources in urban centers. If economic activity occurs exclusively in urban centers, it will hinder the sound development of the country as a whole. Regional industrialization is also important at the national level because improvements in income, employment, infrastructure, information and communication, and amenities at the regional level will contribute to increasing productivity at the macro GNP level.



Participants touring Aeon Miyazaki Shopping Center

In Japan, the approaches adopted to promote regional industrialization include revitalization of existing industries; creating new businesses by infusing new technologies, services, ideas, and other resources; inducing large urban-based firms to relocate to regional areas in anticipation of job creation and other linkage effects; and developing strategic alliances with neighboring countries by promoting trade, investment, and other economic activities. Coordination and cooperation among the parties involved will contribute not only to sharing the limited resources available in a region but also to achieving higher synergistic effects. Technological innovations undertaken by small and medium firms for high value-added products point in this direction. The role of agents such as universities, public R&D centers, and business associations is crucial for the promotion of local small firms, including venture businesses.

The APO, in collaboration with the Miyazaki Prefectural Government, held a symposium on “Strengthening Regional Development” in Miyazaki prefecture, Japan, 23–27 October, with 25 participants from 15 member countries who examined policies and measures for industry development in rural cities in Japan and supporting business corporations in regional areas. They also explored the possibilities of future collaboration among governments, business support organizations, and corporations through the exchange of views and dialogues.

Participants visited Miyazaki Techno Fair at the Miyazaki Prefecture Industrial Technology Center on 23 and 24 October and participated in business-matching sessions to seek collaboration with local entrepreneurs. They also participated in seminars on “Trade and Business Promotion and Attraction Measures for Corporations” and the “Business Exchange Conference” held at the World Convention Center Summit on 25 October. Ulvac Kiko Inc., Shusen-no-Mori, Aeon Miyazaki Shopping Center, and Honda Lock Manufacturing Co. Ltd. hosted site visits so that the attendees could gain firsthand experience from their operations. 🌀

COMMON SENSE TALK



“The purpose of anthropology is to make the world safe for human differences.”

Ruth Benedict

“Genius is an infinite capacity for taking pains.”

Thomas Carlyle

“Try to stay passionate; leave your cool to constellations. Passion, above all, is a remedy against boredom.”

Joseph Brodsky

“We already know what oil can do. So what is next has to be environmentally and human friendly.”

Ruben Alvarez

“There is nothing more beautiful than a word fitly spoken.”

Marcus Aurelius

“It is better to debate a question without settling it than to settle a question without debating it.”

Joseph Joubert

“An inexhaustible good nature is one of the most precious gifts of heaven, spreading itself like oil over the troubled sea of thought and keeping the mind smooth and equable in the roughest weather.”

Washington Irving

“I cannot live without brain-work. What else is there to live for?”

Sir Arthur Conan Doyle

“A moment’s insight is sometimes worth a life’s experience.”

Oliver Wendell Holmes, Sr.

“Since the beginning, I told my partners or other shareholders that the media business is not only a business. You also have to have public responsibility.”

Erick Tohir

China Productivity Center celebrates 50th anniversary

The NPO of the Republic of China, the China Productivity Center (CPC), celebrated its 50th anniversary on 11 November 2005. The chief guest was Republic of China President Shui-Biang Chen. After congratulating the CPC, President Chen concluded his speech with: "I hope that the vast manufacturers in high-tech, traditional, and service industries could accelerate their improvement in innovation, upgrading, and transformation with the help of the China Productivity Center." At the same ceremony, Vice Prime Minister Dr. Rong-Yi Wu presented the APO National Award to CPC Chairman and APO Director for the Republic of China Sheng-Hsiung Hsu.

Another 50th anniversary commemorative event was the "International Conference on Business Management—Cultivating Innovation and Growth" held in Taipei from 10 to 11 November. It was attended by 550 local participants and 13 participants from the 10 APO member countries Cambodia, Fiji, India, Lao PDR, Malaysia, Mongolia, the Philippines, Singapore, Thailand, and Vietnam under the APO Bilateral Cooperation between NPOs Program. Two overseas resource speakers, Professor Makoto Sato of Kumamoto University, Japan, and Mervyn Kurlansky, Principle of Mervyn Kurlansky Design, Denmark, were deputed under the APO Technical Expert Services Program to make presentations on "Guide to Management in a



Dr. Rong-Yi Wu (L) presenting the APO National Award to Sheng-Hsiung Hsu

Green Era—Management Inspiration from Mother Nature" and "The Power of Design, Brands, and Marketing—Keeping up with the Times and Ahead of the Competition," respectively, at the conference.

Second Baldrige study mission

Dallas, Texas, USA was the venue from 7 to 11 November, when APO participants from 15 countries attended the second mission to study recipients of the Malcolm Baldrige National Quality Award. The seminar was a busy five days of learning, experiencing, and sharing proven productivity improvement techniques practiced by some of the USA's best-managed organizations.

Better known as the Baldrige Award, the USA's premier mark of achievement for business, healthcare, and education, the accolades are presented annually to those organizations that demonstrate excellence in the seven categories of the award framework: leadership; strategic planning; customer and market focus; measurement, analysis, and knowledge management; human resources focus; process management; and business results. During 2005, more than 1,000 US-based organizations applied for the award, and only a select 62 qualified as recipients. Over one million application forms that describe the framework and categories have been distributed worldwide.

The primary focus of the 2005 study mission was organizations located in the state of Texas, which has the greatest concentration of Baldrige award recipients in the USA. Participants heard presentations by three Texan CEOs, Jo Ann Brumit of KARLEE Company, Inc., David Branch of Branch-Smith Printing, and Dale Crownover of two-time winner Texas Nameplate Company, Inc. While practicing Baldrige principles does not guarantee organizational success, Brumit emphasized that when her business had been severely impacted by the technology bubble, without Baldrige principles and practices in place her team-based organization would not have survived. Crownover confided that he had "fired" a major customer. Although he has a passion for excellence in customer relations and wants to ensure consistent delivery of products and services by his small, family-owned company, that should not come with the trade-off of reduced productivity, profitability, and respect for his employees.



Participants introducing themselves

Additional companies sharing their success stories and in many cases candid "lessons learned" in the improvement journey included Clarke American Checks, Inc., Marlow Industries, Boeing Airlift and Tanker Program, Boeing Aerospace Support, Xerox Business Products and Systems, and Xerox Business Services. The US Department of Commerce in Washington, D.C., administrator of the Baldrige program, was also represented.

Based on their positive feedback, the APO participants agreed that the study mission provided numerous learning opportunities. An additional benefit was meeting people from other countries and establishing personal contacts, with the result that sharing and learning can continue for many years to come. 🌀

Contributed by Robert J. Osterhoff

APO Regional Meeting on Agriculture, Trade, and Development

Southeast Asia is an economically dynamic area, and its agriculture sector is no exception. Patterns of agricultural production and trade are shifting rapidly as the demand for food grows and diets change. Those in agriculture must adapt to multilateral trading systems and link agricultural trade with overall socioeconomic development. Key questions concern appropriate domestic and trade policies and the role of agriculture and development assistance in overall economic growth.

The APO, in cooperation with the Asian Development Bank (ADB), Organisation for Economic Cooperation and Development (OECD), and Development Academy of the Philippines, held the Regional Meeting on Agriculture, Trade, and Development in Southeast Asian Countries, 24–26 October, at ADB headquarters in Manila, the Philippines. The main objectives of the meeting were to discuss: 1) the key trade-related issues that selected Southeast Asian countries face in their agricultural development; 2) the domestic and agricultural trade policies necessary to enhance development and trade participation; 3) the sharing of knowledge from recent analyses by the OECD and others regarding agricultural and trade policy reform; and 4) ways to improve the efficiency of development assistance.

Seventy-five participants from APO member countries in Southeast Asia, OECD member countries, OECD and APO Secretariats, officers of the ADB, and representatives of other international organizations attended the meeting. Participants from APO member countries represented governments, businesses, academia, and nongovernmental organizations including farmers' organizations. The meeting was opened by N. Frazer, Chairman of the Global Forum of the OECD. D.F. Panganiban, Secretary of the Department of Agriculture, the Philippines; X. Yao, Deputy Director General of the East and Central Asia Department of the ADB; and K. Tsubota, Director of the Agriculture Department of the APO delivered welcome addresses.

In tackling the main questions of how participation in multilateral trading systems under appropriate domestic and trade policies contributes to the development of the agriculture sector and the role of agriculture and development assistance in overall economic growth and development, the results of recent analyses carried out by the OECD directorates for Agriculture, Trade, and Development Cooperation, APO, and ADB were presented. The viewpoints of participating developing Asian countries were also detailed in the approximately 20 presentations given.



Participants at ADB headquarters

The meeting was divided into five sessions, each covering a specific theme: session 1, agriculture and development; session 2, the implications of reform and trade liberalization for agriculture; session 3, domestic policy issues in agriculture, trade, and development; session 4, agriculture market access for developing countries; and session 5, a panel discussion covering other issues in agricultural trade and development in Asia by representatives from two Asian developing countries, two OECD countries, and one nongovernmental organization. Some of the salient points highlighted at the conclusion of the meeting were:

- 1) Agriculture remains an important sector since it contributes 20–50% of GDP, 50–70% of employment, and sustains the livelihood of 70–90% of the poor in Asia.
- 2) Rapid growth in agriculture is a precondition for the economy of a country to take off, although many Asian countries have not yet transformed their agriculture sectors.
- 3) Even if a country has entered a more advanced stage, agriculture is still important in poverty reduction and maintaining food security.

It was also pointed out that the most effective way to promote growth in agriculture is through making structural changes, increasing public investment, enhancing efficiency in spending, setting the appropriate priorities, and enhancing public-private partnerships. Specifically, agricultural research, education, and rural infrastructure development were singled out as the three most effective items of public expenditure in promoting growth in the agricultural sector and reducing poverty levels. ☺

Business matchmaking focus in Venture 2005 (Continued from page 1)

that service was further enhanced. A total of 21 companies from APO member countries were involved in a total of 66 business matchmaking sessions at the OCCI building during the Venture Business Forum 2005.

When talking to the *APO News*, Harold Fock Mun Hong from the Litespeed group, Singapore, said that he had made a business plan presentation for his company and had been involved in a number of business matchmaking sessions. He mentioned he had picked up several useful business leads and made connection with a multimedia-based manufacturer in Osaka. Fock was especially impressed by a presentation at the Venture Business Forum made by Yoshizo Shimano, Chairman of Shimano Inc. “When he [Shimano] mentioned that using English as a common language for Team Shimano and that was the only way to compete and penetrate the global market, I found a lot of resonance in that decision. Taking a much more difficult path in the face of opposition

from your very own staff, moving away from your comfort zone—all these steps are impossible if the top management does not possess the guts and the willpower to do so,” Fock later wrote to the organizers. The APO hopes that there will be many success stories born from the Venture Business Forum 2005.

Parallel to the forum, the APO in collaboration with the JPC-SED held a study meeting on Venture Business Support, 7–11 November. Eighteen participants from 16 APO member countries attended. The meeting was primarily meant to enable participants to share experiences in promoting venture business and to discuss ways to create a favorable business environment through various assistance and policy measures. The attendees also examined the experience of Japan in general and of Osaka in particular in promoting venture business in addition to attending the Venture Business Forum 2005 symposium and Venture Expo. ☺



p-Experts deputed by the APO

FIJI

Mr. Ernst Schwab, Advanced Skills Teacher—Cookery, Department of Hospitality and Tourism Studies, Chisholm Institute of TAFE, Australia, was deputed as expert for the training course on Cold Meat Platters on Mirror Display and Professional Glazing Techniques, 15–25 November 2005.

INDIA

Dr. Virendra Pal Singh, Regional Representative for South Asia, World Agroforestry Centre, India, and **Dr. Rod Lefroy**, Regional Coordinator for CIAT in Asia, International Center for Tropical Agriculture, Lao PDR, were deputed as resource persons for the study meeting on Improving Agricultural Productivity in Rainfed Areas, 22–28 November 2005.

INDONESIA

Mr. Shaik Abdul Khader, India, **Ms. Noor van Hapert**, Advisor, Food Industry for Microbiology and Bakery Technology and HACCP—Systems, Netherlands, **Ms. Filipina Divina Galvez Sonido**, Managing Director, Food Development and Training Systems, Philippines, and **Dr. Manuel S.J. de Leon**, Philippines, were deputed as resource persons and expert (Dr. de Leon) for the seminar on Improving the Quality of Products of Small and Medium-scale Agro-industrial Enterprises, 14–18 November 2005.

JAPAN

Mr. Subramaniam Ramadorai, Chief Executive Officer and Managing Director, Tata Consultancy Services Limited, India, **Mr. Kim-Lee Kenny Yap**, Executive Chairman and CEO, Qian Hu Corporation Limited, Singapore, **Mr. Terence Swee**, Founder and Chief Opportunities Officer, muvee Technologies Pte. Ltd., Singapore, **Mr. Kunakorn Makchaidee**, President, BVP Venture Capital Management Securities Limited, Thailand, and **Mr. Ho Quang Trung**, Deputy Director General, Import-Export Administration Department, Ministry of Trade, Vietnam, were deputed as resource persons for the Venture 2005: Asian Forum on Venture Business, 8–10 November 2005.

REPUBLIC OF KOREA

Dr. Leonardo A. Gonzales, President, STRIVE Foundation, Philippines, **Dr. Saipin Maneepun**, Director, Institute of Food Research and Product Development, Thailand, and **Dr. Mia Mikic**, Economic Affairs Officer, Trade Policy Section, United Nations Economic and Social Commission for Asia and the Pacific, Thailand, were deputed as resource persons for the study meeting on the WTO-Doha Development

Agenda: Implications of the Emerging Agreements in the Negotiations on Agriculture, 22–25 November 2005.

LAO PDR

Mr. Ishak Selleh, Manager, Small and Medium Industries Development Unit, National Productivity Corporation, Malaysia, was deputed as technical expert for the training course on 5S and Kaizen Implementation, 14–18 November 2005.

MALAYSIA

Mr. Anthony Wong Kim Hooi, Malaysia and Singapore Travel Centre (Pte) Ltd., Singapore, was deputed as resource person for the multi-country study mission on Event Management, Tourism, and Productivity, 21–24 November 2005.

PAKISTAN

Mr. Sean Shao Changqiang, Principal Consultant, PSB Corporation, Singapore, **Mr. N.K. Khoo**, Managing Consultant, ASQ-Certified Six Sigma Black Belt, Lean Sigma Institute, Malaysia, and **Dr. Sung Hyun Park**, Professor, Department of Statistics, Seoul National University, Republic of Korea, were deputed as resource persons and chief expert (Dr. Park) for the symposium on Six Sigma Corporations, 22–25 November 2005.

Mr. N.K. Khoo was also deputed as resource person for the 1st National Kaizen Workshop on 26 November 2005.

THE PHILIPPINES

Mr. Andrew Ng, CEO, Greater China Consult Private Limited, Singapore, was deputed as expert for the Capability Building Program on Business Planning/Development and Management of Income-generating Projects in State Universities and Colleges, 7–11 November 2005.

Prof. Tay Joo Hwa, Director and CEO, Institute of Environmental Science and Engineering, Nanyang Technological University, Singapore, and **Prof. Det Wattanachai Yingcharoen**, Faculty of Agriculture, Natural Resources and Environment, Naresuan University, Thailand, were deputed as resource persons for the workshop on Green Productivity and Solid Waste Management, 21–25 November 2005.

SINGAPORE

Dr. Yoshiaki Ichikawa, Senior Manager, Industrial Systems Solution Division, Hitachi, Ltd., Japan, **Prof. Ryoichi Yamamoto**, International Research Center for Sustainable Materials, Institute of Industrial Science, University of Tokyo, Japan, and **Dr. Hans Lundberg**, Professor, IVL Swedish Environmental Research Institute, were deputed as resource persons for the forum

Program calendar

Bangladesh, Cambodia, Lao PDR, and Nepal
Observational Study Mission on Agro-industry under the Special Program for Agriculture Productivity Enhancement in Asian Least Developed Countries, 28 November–9 December 2005.

Republic of China
Training Course on the Balanced Scorecard, 27–31 March 2006.

Fiji
Training Course on the Occupational Health and Safety Management System: OHSAS 18001, 27–31 March 2006.

India
Workshop on Green Productivity and Greenhouse Gas Emission Reduction, 6–10 March 2006.

Japan
Forum on SME Development in the Mekong Region, 20–24 February 2006.

Republic of Korea
Multi-country Study Mission on In-company Training Programs, 14–17 March 2006.

Malaysia
Training Course on the ISO9001:2000 Series for Auditors/Lead Auditors, 17–22 April 2006.

Thailand
Workshop on Niche Market Development, 27 February–3 March 2006.

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.

on Global Opportunities in Environmental Sustainability, 7–8 (Dr. Ichikawa and Prof. Yamamoto, Dr. Lundberg on 8th only) November 2005.

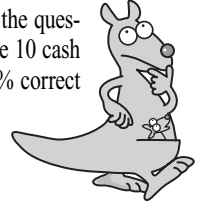
USA

Mr. Robert J. Osterhoff, Director and Treasurer, Foundation for the Malcolm Baldrige National Quality Award, Inc., USA, was deputed as chief resource person for the study mission on the Malcolm Baldrige National Quality Award, 7–11 November 2005.

APO News quiz

Dear Readers:

This year our December issue again features a year-end quiz for a fun way to refresh your memory of previous APO activities. The answers to the questions in the quiz can be found in 2005 issues of the *APO News*. You must also respond to the opinion survey to be among the winners. There are 10 cash prizes of US\$50.00 each and 20 consolation prizes of APO books; all winners will receive the 2006 APO calendar. All entries containing 100% correct answers and fully completed surveys will be entered in a lucky draw to determine the prizewinners. All entries must reach the *APO News* by **31 January 2006**. Send entries by postal mail to The APO News, IPR Department, 1-2-10, Hirakawa-cho, Chiyoda-ku, Tokyo 102-0093; or fax to +81-3-5226-3957; or e-mail as a scanned attachment to ipr@apo-tokyo.org.



Please check (✓) the appropriate box.

- | | |
|--|--|
| <p>1. What was the theme of the APO multi-country study mission to the UK in November 2004?</p> <p><input type="checkbox"/> (a) Quality and productivity</p> <p><input type="checkbox"/> (b) Quality assurance</p> <p><input type="checkbox"/> (c) Quality governance</p> <p>2. In which year was the <i>APO Productivity Data and Analysis</i> first published?</p> <p><input type="checkbox"/> (a) 2001</p> <p><input type="checkbox"/> (b) 2002</p> <p><input type="checkbox"/> (c) 2004</p> <p>3. Where was the APO 45th Workshop Meeting of the Heads of NPOs held?</p> <p><input type="checkbox"/> (a) Colombo</p> <p><input type="checkbox"/> (b) New Delhi</p> <p><input type="checkbox"/> (c) Manila</p> <p>4. The NPO Pakistan signed its first international MOU with an international firm based in:</p> <p><input type="checkbox"/> (a) Japan</p> <p><input type="checkbox"/> (b) Singapore</p> <p><input type="checkbox"/> (c) Malaysia</p> <p>5. How many Afghan delegates visited the APO Secretariat on a UNDP-sponsored study mission in April 2005?</p> <p><input type="checkbox"/> (a) 7</p> <p><input type="checkbox"/> (b) 9</p> <p><input type="checkbox"/> (c) 11</p> | <p>6. The first APO Web-based e-learning course was on:</p> <p><input type="checkbox"/> (a) ISO14000</p> <p><input type="checkbox"/> (b) ISO9001:2000</p> <p><input type="checkbox"/> (c) SA 8000</p> <p>7. The APO Chairman for 2005–2006 is from:</p> <p><input type="checkbox"/> (a) Indonesia</p> <p><input type="checkbox"/> (b) India</p> <p><input type="checkbox"/> (c) Fiji</p> <p>8. The APO training course on “5S and Kaizen for the Government Sector” in May was co-sponsored by:</p> <p><input type="checkbox"/> (a) UNDP</p> <p><input type="checkbox"/> (b) Colombo Plan Secretariat</p> <p><input type="checkbox"/> (c) ADB</p> <p>9. Which nonmember hosted the study meeting on “Green and Productive Tourism”?</p> <p><input type="checkbox"/> (a) Hawaii</p> <p><input type="checkbox"/> (b) Australia</p> <p><input type="checkbox"/> (c) France</p> <p>10. The first Eco-products International Fair co-sponsored by the APO was held in:</p> <p><input type="checkbox"/> (a) Malaysia</p> <p><input type="checkbox"/> (b) Thailand</p> <p><input type="checkbox"/> (c) Japan</p> |
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Opinion Survey on the APO News

Please express your opinion on individual items regularly featured in the *APO News* and your suggestions for improvement. Your valuable ideas to make the *APO News* more useful and interesting to readers will be much appreciated. Please indicate how often you read each by marking “✓” in the relevant box in the table below.

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