Information to Make a Difference in Productivity

ISSN: 1728-0834

APO NEWS

Volume 40 Number 12 December 2010

p. 3, SG trip, Malaysia

p. 5, Workshop, ROC

p. 7, Conference, Malaysia

CONTENTS

GLOBALGAP for Greater Market Access for Agrifood Products

Asian countries produce a wide range of agrifood products that have great potential in global food markets such as Germany and neighboring EU members. However, products from many developing countries cannot penetrate this huge potential market because of environmental, health, safety, and hygiene risks associated with current production systems. By January 2012, GLOBALGAP implementation will become mandatory for those producers of crops, livestock, and aquaculture targeting the wholesale/super food markets of EU countries. Implementation of good agricultural practice (GAP) protocols therefore will be critical in gaining access for agrifood products to German and other EU markets.

Udo Rindsfüsser, Horticulture Advisor of the Federal Agricultural Agency of the State of North Rhine-Westphalia, explaining the process of herb production and processing in the greenhouse of QS GAP- and IFS-certified Dreesen Frische Kräuter GmbH & Co. APO/M. Saeed

Implementation of the GAP approach, however, can be challenging because of the diversity of codes, guidelines, and definitions within the agriculture sector. There is an urgent need to harmonize GAP concepts and guidelines at the international level. GLOBALGAP (formerly known as EUREPGAP) is a single, integrated standard that has become established as a key reference for GAP in the global marketplace. GLOBALGAP is an internationally used management system for GAP. The GLOBALGAP standard is primarily designed to reassure consumers about how food is produced on the farm by minimizing the detrimental environmental impacts of farming operations, reducing the use of chemical inputs, and ensuring a responsible approach to worker health and safety as well as animal welfare.

In view of the immense importance of GAP for enhancing the productivity of safe agricultural produce in sustainable, socially acceptable ways and as a strategy to capture a greater share of the developed international food market, the APO organized a study mission on GLOBALGAP for Greater Market Access for Agrifood Products, 25–29 October 2010, in Germany, especially in and around Frankfurt, Cologne, and Kerpen. Munich-based Organic Services GmbH implemented the mission. The objective was to learn about the latest trends and developments in GAP and GLOBALGAP standard implementation and certification through direct exposure to successful examples in Germany and to identify the best practices of GAP and GLOBALGAP applications that can be promoted in Asia-Pacific countries.

Participants examining vegetable seedlings at family-run Vegetable Farm Boley certified by the German equivalent of GLOBALGAP. APO/M. Saeed

Sixteen participants from seven APO member countries attended, comprising government officers, managers of private companies, researchers, agricultural extension workers, and officers of standards and certification bodies. The mission was a blend of interactive lead presentations, guided site visits, and sharing of knowledge and information among the participants.

(Continued on page 5)

p-Leader—Indonesia

Abdul Wahab Bangkona

Productivity as a stimulus of national economic growth and competitiveness of the Indonesian economy

The Indonesian economy is the largest in Southeast Asia and considered to be one of the world's emerging market economies. Indonesia is currently the third fastest-growing country in the Group of Twenty industrialized and developing economies, after India and PR China. The government is a significant driving force in economic growth because it owns more than 164 enterprises in key production and service sectors and administers the prices of several basic commodities, including fuel, rice, and electricity. Since the 1997 Asian financial crisis, the government has started to exercise more control of economic activities in private-sector assets through financial reforms.

Macroeconomic trends

From 2000 to 2003, some sectors like finance, housing, mining and quarrying, and utilities grew in manpower resources, although in general, Indonesia grew annually at only 3.8%. Overall, the macroeconomic and monetary developments until the beginning of 2005 indicated stable economic conditions, but that stability did little to boost economic growth, which was primarily driven by domestic consumption rather than production (Table). Meanwhile, despite promotion efforts by the government, the level of investment remained low. Weakness in the banking intermediation system and lack of infrastructure support contributed to dampening of the investment climate. Similarly, from the external side, export growth remained low and only experienced a new increase in 2004.

The agricultural sector, considered a safety net, experienced poor performance, with value added per worker in agricultural production ranking the lowest (in index value), while the mining and quarrying sector had the highest value added per worker.

In 2008, the $512 billion economy of Indonesia expanded by 4.4% in the first quarter compared with 2007. Indonesia's macroeconomic fundamentals were strengthened with the implementation of wide-ranging economic and financial reforms, including a rapid reduction in public and external debt and strengthening of the corporate and banking sector. In 2009, the economy of Indonesia showed positive growth in nearly all sectors. Overall economic growth of 4.5% was driven by the trading sector (services, transportation, finance, etc.), which experienced a 34% growth. However, the tradable sectors such as agriculture and manufacturing industries grew by only 9.5% and 1.9%, respectively. The lower growth in the tradable sectors also reduced the ability of the economy to absorb expansion of the labor force.

The biggest challenge for Indonesia in the next five years, 2010–2014, is the recovery of the national economy. Faced with global competition, economic recovery efforts must be able to address the high unemployment rate of 8.14% (or 8.96 million people) and the poverty rate of 14.5%. There are three fundamental problems that limit the development of real sector activities: weak investment activity; high unemployment; and labor market vulnerability. Inflationary pressures are also still high.

Productivity trends and government response

Currently, the rate of growth in formal employment compared with nonformal job creation is decreasing. Moreover, the labor market vulnerability is also characterized by low manpower productivity. To deal with global competition, Indonesia must prioritize measures to raise productivity and strengthen national competitiveness. National productivity growth over the period 2005–2009 averaged only 2.94%. Indonesia ranked 32nd out of 57 countries that were surveyed for competitiveness for the *International Management Development World Competitiveness Yearbook 2010.*

The Indonesian government is aware that national productivity and competitiveness are largely determined by productivity at the micro or enterprise level as well as the quality of public service at central and regional levels. In this case, the Indonesian government has confirmed that it will implement a development program called "Pro-Growth (Economic Growth), Pro-Job (Employment Opportunities), and Pro-Poor (Antipoverty)." This program will be led by the Ministry of Manpower and Transmigration (MMT) and supported by the national produc-

Table. Indonesia's macroeconomic performance, 2000–2010 (%)

Year	GDP growth	Inflation rate	Unemployment rate
2000	4.23	–1.17	—
2005	4.90	6.10	9.20
2006	5.60	10.50	11.80
2007	5.50	13.20	12.50
2008	6.30	6.30	9.10
2009	6.10	9.90	8.40
2010 (projected)	4.50	4.80	7.70

Source: CIA World Factbook: https://www.cia.gov/library/publications/the-world-factbook/geos/id.html.

tivity movement to improve the welfare of the people. Some of the targets by 2014 are an economic growth rate of 7–7.7%, unemployment rate of 5–6%, poverty incidence rate of 8–10%, growth in investment of 12.1%, and income per capita of US$4,500.

An Entrepreneurship Program is included under the 2010–2014 Indonesian Development Plan to address the problem of unemployment. Currently, the MMT, through the National Productivity Institute, is developing the course module of the Entrepreneurship Program. The program is expected to be implemented in 2011, with a target of as many as 11,000 trainees. Hopefully, this will lead to the establishment of more enterprises. Alongside this program, the government is also promoting the development of industrial clusters to foster the production of local commodities and restrict exports of agricultural raw materials such as palm oil, cocoa, rubber, and other natural resources to draw attention to the importance of labor resources.

Although global economic conditions are difficult, the Indonesian government believes that, by establishing responsive policies and through dedicated implementation of its programs, the economy and business climate will stabilize. Poverty reduction through the creation of employment opportunities will continue to be pursued to achieve national development.

Abdul Wahab Bangkona is the APO Director for Indonesia. He is also the Director of Instructor and Training Officer Development of the Ministry of Manpower and Transmigration. He received a Master's degree in Training Management from the University Adelaide, Australia.

Common sense talk

"Creative minds always have been known to survive any kind of bad training."

Anna Freud

"Nothing is more dangerous than an idea when it is the only one you have."

Emile Charter

"Innovation—any new idea—by definition will not be accepted at first. It takes repeated attempts, endless demonstrations, monotonous rehearsals before innovation can be accepted and internalized by an organization. This requires 'courageous patience.'"

Warren Bennis

"Pick battles big enough to matter, small enough to win."

Jonathan Kozol

"Well-managed, cooperative conflict contributes to the productivity and innovativeness of organizations and the competence and well-being of people."

Dean Tjosvold

Secretary-General Yamazaki visits Malaysia

After attending the Business Excellence Global Conference and Training for Senior Assessors in Singapore, APO Secretary-General (SG) Ryuichiro Yamazaki went on to visit Malaysia on 10 and 11 November. Accompanying him was APO Industry Department Program Officer Muhammad Idham Mohd. Zain. SG Yamazaki first called on Malaysia Productivity Corporation (MPC) Director General Mohd. Razali Hussain, who briefed him on MPC activities. SG Yamazaki was also given a tour of the MPC's Gallery archives and met many of the staff. Later, the MPC management hosted a welcome dinner for him.

On the second day, SG Yamazaki visited Autokeen Sdn. Bhd, where he was warmly received by the company's officers and shown the total quality maintenance (TQM) activities on the shop floor. Autokeen is an APO demonstration company for TQM engaged in stamping and subassembly of metal components, mainly for domestic automotive industry customers. In the afternoon, SG Yamazaki paid a courtesy call on the Secretary General of the Ministry of Foreign Affairs Malaysia YBhg. Datuk Mohd. Radzi bin Abdul Rahman in Putrajaya. SG Yamazaki and SG Radzi are long-standing friends since their simultaneous ambassadorial postings in Vietnam and most recently in Japan.

The visit to Malaysia gave the SG a perspective of MPC operations and current concerns. It also reaffirmed the mutually supportive relationship between the APO Secretariat and the Government of Malaysia and with the MPC in particular.

SG Yamazaki discussing the Malaysian productivity program with MPC Director General Mohd. Razali Hussain. APO/M. Idham Mohd. Zain

Productivity methodologies, tools, and techniques

Small things matter for megawatts of savings—D. Pawan Kumar

Energy is a major cost component for organizations in all sectors of the economy. Industries, commercial establishments, large building complexes, and public utilities can accrue substantial savings in energy bills by adopting energy-efficient techniques, systems, and technologies in their plants, processes, and facilities. Moreover, due to rapid industrialization and urbanization, the energy supply-and-demand gap is widening in APO member countries, leading to increased costs of production and imports of energy. The major sources of energy are still fossil fuels, mainly coal and oil, which cause emissions of greenhouse gases resulting in long-term environmental problems like global warming and climate change, which are against the principles of sustainable development. Adopting energy-efficient practices and procedures is therefore essential.

Countless opportunities exist for reducing electricity consumption and carbon footprints, especially in the domestic and commercial sectors, which can lead to surprising energy savings. The only catch is that these small things are often so simple that few pay attention. What follows is a list of a few such ideas that could save huge amounts of electricity if all energy users implemented them diligently.

Appliances/Machinery

- Switch off electrical appliances when not in use. Even low-power gadgets like chargers, adaptors, inverters, TVs, etc. consume substantial power in standby mode.
- Ensure the purchase of energy-efficient equipment even if it costs more, as high efficiency pays for itself. Do not buy cheap in haste and repent at leisure.
- Use thermal appliances where feasible instead of electrical appliances.
- For switching off TVs and air-conditioners (ACs), do not use the remote control. Switch them off from the mains to save electricity.
- If your desktop computer must be left on, turn off the monitor, as the monitor often uses more than half of the system's energy. Setting computers, monitors, and photocopiers to go into sleep mode when not in use helps cut energy costs by approximately 40%.
- Allow sufficient space for ventilation around your refrigerator. Check the thermostat setting often and adjust as needed.
- Buy split ACs instead of window ACs. They may cost more at the time of purchase but are more energy efficient and consume less electricity.

Buildings

- Use electric devices with occupancy sensors that switch them on or off automatically when someone enters or leaves the room.
- Use solar water heaters instead of storage electric geysers for hot water. They require near-zero maintenance and each device saves up to 1500 units of electricity per year.
- Install double-pane glass panels in windows, since heat escapes through a single pane of glass almost 14 times faster.
- Use reflective tiles or insulation on the rooftop to keep interiors cool.
- Install solar passive designs in buildings during construction.
- Use energy-efficient components and controls like MCBs, electronic fan regulators, variable air volume systems, thermostat controls, etc.
- Install false ceilings in air-conditioned spaces to reduce the space to be cooled.

General

- Use capacitors for power factor improvement, especially if you are a bulk consumer.
- Avoid frequent opening of refrigerator doors as it leads to energy loss.
- Cool hot food items to room temperature before placing them in a refrigerator.
- Switch from ACs to evaporative coolers during hot/dry summer months.
- Use fans and desert coolers instead of ACs where feasible (fans consume 4% of the energy required by ACs, while desert coolers consume about 10%).
- In summer, close curtains over windows facing south, west, and southwest, or use sun-films. Three to 5% less energy will be consumed for each degree if the AC is set at higher than 22℃ . Set the temperature of the AC no higher than 25℃ for the greatest comfort and lowest energy consumption.
- Avoid overcooling of the room with the AC and avoid heavy blankets or quilts while sleeping in warm weather.
- Use public transport rather than individual vehicles and carpool where feasible.

Lighting

- Compact fluorescent lights (CFLs) use 75% less electricity than incandescent bulbs and offer similar light. If you replaced 25% of your lights in high-use areas with CFLs, you could save up to 50% on lighting energy bills.
- Electronic ballasts reduce power consumption by 20%.
- You can save 10–50% of electricity consumption with T5 tube lights and Energy Star-labeled products/devices.

Contributed by D. Pawan Kumar, Director, Energy Management Group, National Producitivity Council of India, who served as the APO expert several times for courses on energy management and energy efficiency. He also authored *Training Manual on Energy Efficiency for Small and Medium Enterprises* for the APO.

Eye-opening eco-design

Environmental issues, including climate change, have become one of the biggest international challenges of the 21st century. Various initiatives have been attempted, but a focus on eco-design appears to be a rational method to minimize the impacts of many human activities on the environment. Eco-design is a fundamental component of eco-practices which enables enterprises of all types to develop products demanded by customers while becoming and remaining more competitive in the market. Driven by changes in consumer demand, companies are now paying greater attention to eco-products as markets become more intensely competitive and sensitive to eco-friendly features.

As part of efforts to increase broad-based awareness of the need for eco-design, the APO, Industrial Development Bureau of the Ministry of Economic Affairs, China Productivity Center, and Taiwan Environmental Management Association jointly organized a workshop on Eco-design, 1–5 November 2010, in Taipei, Republic of China. It was intended to illustrate ways to branch out from conventional product designs and materials that may negatively affect the environment at different stages in the product life cycle. The workshop brought together 21 participants from 10 member countries, along with three international and seven local speakers who shared ideas on and discussed a myriad of issues relating to eco-design, while also focusing on the extensive business opportunities that eco-products and eco-businesses represent. The topics ranged from eco-design, remanufacturing, and the 3Rs (i.e., reduce, reuse, recycle) to international regulations, carbon footprinting, and actual examples of eco-designed products taking world markets by storm. Participants also made presentations on the status of eco-design in their countries.

On day 3 of the workshop, two companies hosted site visits that provided insight into the possibilities for eco-design. Cheng Loong Corporation was originally a corrugated paper box plant but after more than 50 years of hard work has developed into an international paper manufacturing and services conglomerate. All Cheng Loong mills have ISO9001, ISO14001, and OHSAS certification and emphasize clean production. The company received environmental awards annually for seven years starting in 1998 and in 2004 was awarded the first National Sustainable Development Award.

Ricoh Company, Ltd. General Manager of Corporate Environment Division Takao Sato lecturing on international regulations for eco-design. Photo courtesy of CPC

PEGA Design & Engineering was established in 2008 and grew out of a smaller design team into an independent consultancy emphasizing R&D during each stage of the home and office product development cycle. In addition to numerous other awards, PEGA received the 2010 iF Communication Design Award for its creative Dao Cha, a unique paper structure combining teapot, teabag, and teacup for ultimate portability and safety. Both companies were acknowledged eye-openers for participants.

GLOBALGAP for Greater Market Access for Agrifood Products

(Continued from page 1)

Lead presentations by seven German experts covered GLOBALGAP intent and requirements; trends in implementation of GAP and GLOBALGAP in German agriculture and their impact on farm incomes and farm productivity; drivers of GAP and GLOBALGAP in Germany and the EU; policy, regulatory, and institutional settings for promoting GAP and GLOBALGAP; small-sized producers and GLOBALGAP implementation and certification; quality and safety standards and assurance systems required by fresh produce importers in Germany; situation of egg and poultry meat markets in Europe and future prospects including requirements for imported meat; introduction of the flower label program of FLP e.V.; Software for GLOBALGAP implementation and certification; and how to promote GAP and GLOBALGAP implementation and certification in Asian countries.

Site visits were made in the vicinities of Frankfurt, Cologne, and Kerpen where the participants had guided tours of five QS-GAP/IFS/GLOBALGAP/organic standard-certified farms/companies: 1) Vegetable Farm Boley; 2) Plug Verpackungs GmbH, a vegetable and fruit producer, processor, and trader; 3) Dreesen Frische Kräuter GmbH & Co. KG, an herb producer and processor; 4) the pig-fattening family farm Aehling; and 5) Finkes Hof, an organic vegetable, poultry, and pig family farm. Participants also visited two wholesale markets: Lehmann Natur, one of the largest German wholesalers of imported and locally produced organic fruit and vegetables meeting requirements for organic standards, GLOBALGAP, and IFS; and Frischezentrum Frankfurt, a wholesale market for imported and local fresh produce and specialty items such as fish, meat, and poultry. In addition, participants toured two supermarkets in Kerpen where they observed the packaging and labeling of eco-friendly and organic fresh fruit and vegetables, along with other food products such as organic chocolate and organic coffee.

The numerous site visits exposed participants to several successful examples of GAP and GLOBALGAP implementation; the requirements of German wholesalers for agrifood products; grading, packaging, and labeling techniques for eco-friendly and organic food; and most importantly the passion of German farmers and entrepreneurs for promoting GAP and GLOBALGAP to ensure the production of safe food in a sustainable, socially acceptable manner. On the last day of the mission, participants, facilitated by two German resource persons, identified lessons and insights learned and formulated action plans to utilize them for promoting GAP in their countries. There was general agreement that the diverse codes, guidelines, and definitions of GAP existing within the Asian agriculture sector needed to be harmonized to comply with GLOBALGAP, and that certification of Asian farms in GLOBALGAP would be a critical prerequisite for international exports of agrifood products, especially to EU markets, in the near future.

Business Excellence Week in Singapore

Business Excellence (BE) Week in Singapore beginning 8 November 2010 hosted more than 400 participants from the Asia-Pacific region in events promoting world-class organizational performance standards. Spearheaded by SPRING Singapore, with APO support, the week began with a BE Roundtable Discussion for CEOs. Twenty local and international business leaders shared experiences in guiding their companies through the recent global financial crisis. Mr. Jagadish CV, CEO of Systems on Silicon Manufacturing Company Pte Ltd, chaired the discussion. He asked the CEOs what they would have done differently after emerging from the crisis. Some candidly admitted that while they had hired global talent that became available as competitors restructured, they wished that they had recruited more for greater competitiveness. The CEOs agreed that talent development and retention, the "people" dimension of the BE framework, were critical and shaped the future of a company.

The 2nd Business Excellence Global Conference was held the following day with the theme Leveraging Productivity for Sustainable Excellence. APO Secretary-General Ryuichiro Yamazaki delivered the opening remarks, in which he reiterated the importance of BE initiatives to sustain productivity. He commended SPRING Singapore for strengthening the BE frameworks of member countries through its Center of Excellence (COE) for BE. The COE helps APO member countries "develop national BE frameworks aligned with internationally recognized ones." The APO deputed Dr. Curt W. Reimann, Senior Scientist Emeritus of the US National Institute of Standards and Technology, and Nico Schutte, Master Black Belt and Director, Business Improvement, Philips Consumer Lifestyle, the Netherlands. Dr. Reiman gave a presentation on "Business Excellence… Great Progress… Greater Challenges," while Schutte spoke on "Business Excellence: Engine for Change and Productivity."

Senior assessors and experts at the training workshop on BE. Photo courtesy of SPRING Singapore

During BE Week, a simultaneous regional training workshop on BE for 18 senior assessors, 8–12 November, was conducted by the APO and COE. They represented 11 APO member countries with BE frameworks in place. The participants planned to customize the workshop materials to train more assessors in their home countries.

A highlight of BE Week was the Singapore Quality Award (SQA) Dinner at which the 2010 winners were announced: the Singapore Civil Defence, Hwa Chong Institution, and Ministry of Manpower (MOM). MOM is the first ever government ministry to win the SQA. Receiving the award on behalf of MOM was Permanent Secretary Loh Khum Yean, former chief executive of SPRING Singapore and former APO Director for Singapore. MOM's vision of being an exemplary employer and excellent organization were the reasons cited by Secretary Loh for the ministry's adoption of the SQA framework.

Branding of local food and agricultural products

Kobe beef of Japan, Darjeeling tea of India, and Parmigiano-Reggiano of Italy are classic food brands known for specific features and high quality associated with climate, locality, and culture. The APO held a multicounty observational study mission on Branding of Local Food and Agricultural Products, 9–16 November 2010, in Japan to examine approaches to establishing and promoting agricultural product brands with geographic names, called "geographic indication." The mission, attended by 14 participants from 10 APO member countries, covered branding strategy based on market theory, the European Union geographic indication system, Japanese Ministry of Agriculture, Forestry and Fishery policy to promote agricultural branding, Kobe beef and Yubari melon brand strategies, and the Japanese system for region-based collective trademarking.


Participants visiting the Green Tea Farm of JA Hannan, Makinohara, Shizuoka prefecture. APO/Y. Endo

The mission visited several sites. A half-day trip to the Boshu Biwa (loquat) Club in Chiba prefecture showed how a branded fruit became a tool to promote local food-processing and tourism industries. A two-day field visit to Shizuoka prefecture started with a briefing on the quality certificate system used to guarantee high-quality agricultural and fishery products. The mission then met Amela Tomato Producers' Association representatives and learned how the Amela (sweet) name became a successful brand commanding premium prices due to special water control technology that produces a high sugar content. The mission then visited the Yaizu Katsuobushi Association. *Katsuobushi* is dried, fermented bonito used as a flavoring and condiment in Japanese cuisine. The Yaizu district is a famous fishing port with a long tradition of bonito processing; records reveal that *katsuobushi* was being produced there some 1,300 years ago. The Yaizu Katsuobushi Association established production guidelines to protect the authenticity of the brand.

The next stop was the Green Tea Production Association, JA (Agricultural Cooperative) Hanan. Hanan developed a method to grow greener tea with improved quality. Using the brand name Nozomi tea, Hanan promoted tea consumption by women, thereby introducing a unique brand classification. The price of this branded green tea is higher than that of unbranded versions. The last field visit was to JA Mikkabi, where the branded Japanese mandarin orange Mikkabi *mikan* is produced. Mikkabi officials explained that soil conditions and specific regional climate result in sweet, high-quality mandarin oranges in this area and demonstrated a mechanized sorting system that ensures proper handling.

The reports and discussions of participants revealed that diverse branding initiatives are underway in member countries. The participants agreed to continue information exchanges on brand creation as a follow-up activity.

Program calendar

January 2011

Japan

Multicountry Observational Study Mission on SME Development, 24–28 January 2011.

▶ Objectives: To share experiences in SME development and NPO services, examine the best practices of Japanese SMEs, and develop action plans for SME development.

▶ Participants: NPO trainers or consultants, top managers of SMEs working closely with the NPO in the national productivity movement, or government officials involved in SME development.

Thailand

Seminar on Regional Sharing of Lean Applications in Healthcare, 24–28 January 2011.

▶ Objective: To study practical applications of lean management in the healthcare industry.

▶ Participants: Healthcare professionals in the field of quality improvement, hospital administrators, or productivity specialists and professionals engaged in quality improvement in the service sector or hospitality industry.

February 2011

India

International Conference on Green Productivity for Sustainable Energy and Environment, 10–12 February 2011.

▶ Objective: To deliberate on eco-financing, technology transfer issues, market transformation experiences, transition to a low-carbon economy, and eco-product promotion.

▶ Participants: Top and senior managers from private enterprises; policymakers and senior government officials involved in the promotion and/or development of eco-products, -services, -technologies, -materials, and -components; or staff of relevant NGOs and public organizations involved in the promotion of sustainable energy and the environment.

Japan

Top Management Forum on Asian Dynamism and Global Management, 14–16 February 2011.

▶ Objectives: To understand the current status of bilateral/regional economic cooperation in Asia; study strategic practices for creating knowledge and dynamism in global management, including the best practices in Japan and other APO member countries; and discuss how APO member countries can improve their strategies for global management and create knowledge in their own settings.

▶ Participants: Top executives of business corporations, high-ranking officials in charge of corporate management strategies in public or private enterprises, and NPO heads/executives involved in developing global corporate strategies.

Coming in 2011

Please contact your NPO for details of future APO activities, including eligibility for participation. The project details along with the address of your NPO are available from the APO website at www.apo-tokyo.org.

APO International Conference on Green Technology in Malaysia

University of Tokyo Emeritus Professor Dr. Ryoichi Yamamoto speaking on solutions to combat climate change through green purchasing, plenary session, International Green Technology & Purchasing Conference 2010. APO/Y. Yamashita

Spreading the word on the availability of environmentally friendly products and technologies is vital in achieving truly sustainable development. From 15 to 17 October 2010, the Government of Malaysia and the Green Purchasing Network Malaysia co-organized the International Greentech and Eco-products Exhibition and Conference Malaysia 2010 (IGEM 2010). The IGEM 2010 showcased the best examples of green technology and best practices to promote low-carbon growth in the Asia-Pacific region. The IGEM 2010 built upon Malaysia's experience in hosting the initial APO Eco-products International Fair in 2004.

Parallel to the IGEM 2010, the APO organized its own International Conference on Green Technology, gathering 19 participants from 15 countries who also attended the IGEM 2010. They examined mechanisms for promoting eco-products, eco-business, and eco-strategies. This APO conference highlighted two key factors in the effective promotion of a greener economy, both of which also contributed to the success of the IGEM 2010: the importance of creating "green awareness" among all members of society; and the need for strong commitment and involvement by national governments, state governments, and relevant local authorities in initiatives to create a more sustainable society and environmentally sound future.

New officer at APO Secretariat

Photo courtesy of Gilbert Gutierrez, Foresight Digital Photography, Philippines

Arlene Donaire joined the Secretariat 1 November as the Information and Public Relations (IPR) Officer. A Filipino, Arlene served as deputy chief of USAID-funded programs in the Philippine energy and environment sectors for 10 years and before that as senior economist at the Philippine National Economic and Development Authority and chief strategic planner at the Philippine National Oil Company.

Arlene completed a Master's degree in Economics at the University of the Philippines (UP) and a Master's in Public Administration, with honors, at the Harvard Kennedy School. She studied PhD Economics at UP, specialized in resource economics at Auburn University in the USA as a Fulbright scholar, and received extensive training in environmental economics and project appraisal at Harvard.

Her IPR skills were acquired mainly from on-the-job training and experience in designing and managing information, education, and communication campaigns; developing and implementing government advocacy programs to secure stakeholder support for policy reforms; and serving as resource person in institution-building activities. With her combined academic and professional background and a positive attitude toward challenges, Arlene looks forward to contributing to enhancing the user value of the APO's knowledge products, expanding organizational reach and impact, and sustaining dynamism in the productivity movement. She also hopes to visit Japan's exquisite locales as she pursues her hobby of photography and gain a better appreciation of its rich culture.

APO News quiz

Dear Readers:

We are again featuring a year-end quiz that invites you to refresh your memory of APO activities and productivity tools and principles reported in our 2010 issues from January to November. Ten winners will be decided in a lucky draw from among the entries with 100% correct answers. You must also complete the opinion survey to be eligible for the prizes of an APO bag and calendar. You can download the survey form from http://www.apo-tokyo.org/00apo_news.htm. The quiz is open to all *APO News* readers, excluding APO Secretariat staff and family members. Only one entry per person is permitted, and all entries must reach the APO by **11 February 2011**.

Please mail your entries to: The APO News, Administration and Finance Department, 1-2-11 Hirakawa-cho, Chiyoda-ku, Tokyo 102-0093; or fax to +81-3-5226-3950; or e-mail as a scanned attachment to **pr@apo-tokyo.org**.

In the quiz, please either circle the letter before the correct answer or write the correct answer on the line provided.

1. **Ab. Rahim Yussof pointed out that the rapidly changing marketplace calls for enterprises to innovate in their products and services to outperform the competition. Which of the following is not cited as a tool in planning service innovation?**
   (a) Service blueprinting
   (b) Business management solutions
   (c) Six Sigma
   (d) Surveys and interviews

2. **Food safety assurance has become a standard in the food industry. Agribusinesses and food companies were reported to be putting in place FSMS to enhance their market share in the increasingly competitive global market. What does FSMS stand for?**
   (a) Food safety management system
   (b) Federal security monitoring system
   (c) Food security and management system
   (d) Food safety and maintenance system

3. **The World Bank Tokyo Development Learning Center's Program Coordinator E. Wataya explained the advantages of VC-based distance learning to supplement f2f training. What do the abbreviations VC and f2f mean?**

   _____

4. **The global popularity of green procurement or green purchasing has increased in the last two decades. In 2007, the APO first organized a study meeting on Green Procurement to investigate issues among member countries. Subsequently, the APO published a reference on the topic in 2008. What was the title of this publication?**

   _____

5. **The Thailand Productivity Institute (FTPI) is instrumental in the introduction of the knowledge management (KM) concept in Thailand. Which of the following concepts is false in relation to KM?**
   (a) KM is a structured, systematic approach to codify best practices for use by organizations.
   (b) KM involves benchmarking with best competitors to identify gaps in performance.
   (c) KM can fail if cultural barriers and other behavioral roadblocks are not addressed.
   (d) KM is the "cure-all" for companies that aspire to excel in their industries.

6. **Product labeling requirements are an important aspect in exporting food, beverages, and dietary supplements. D. Lennarz of Registrar Corp. explained that while the US regulations for labeling can be extensive and confusing, there are exceptions. Which of the following situations is not an exception?**
   (a) When a package is too small and labeling information cannot fit on it.
   (b) Size requirements for declaration may be relaxed or waived altogether.
   (c) When Nutrition Facts are replaced with a toll-free number through which consumers can obtain nutrition information.
   (d) Some fruit and vegetables may be exempted from allergen labeling.

7. **The APO collaborated with the US State of Hawaii Department of Business and Hawaii Ecotourism Association on a nine-country study mission in Oahu from 10 to 15 March. Please write the three ecotourism sites that were visited by the mission.**

   _____

   _____

8. **E. Avedillo-Cruz discussed a productivity tool called value-added productivity measurement (VAPM). Which of the following statements is not relevant to VAPM?**
   (a) Value added may be measured using a creation method or distribution method.
   (b) VAPM ratios combine five profitability and five productivity measures.
   (c) VAPM is measured as input divided by output.
   (d) VAPM enables an organization to identify priority areas for improvements.

9. **Value engineering (VE), as explained by Kok Seong Lee of Eunison Network Pte Ltd, Singapore, is:**
   (a) A systematic function-based approach.
   (b) Used for increasing the value of a product to customers by providing the same or better functions at lower cost.
   (c) Defined as function divided by cost.
   (d) All of the above.

10. **Many companies are now turning to "on-the-job training" (OJT) to meet their needs for human resources development. OJT advantages include all of the following except for which one?**
    (a) A well-structured OJT program motivates employees to learn.
    (b) OJT directly relates knowledge learned to the actual work environment.
    (c) OJT allows the trainer to observe, correct, and reinforce the skills of the employee.
    (d) OJT is not effective in monitoring workers' skill competency.

Name: (Dr./ Mr./ Mrs./ Ms.) ..... Country: .....

Address: .....

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

Published monthly 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