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## APO names Asia-Pacific productivity champions on its golden jubilee

**T**he search for 2011 recipients of the APO Regional and National Awards was completed in January this year with the selection of 12 distinguished individuals who have significantly contributed to the promotion of the productivity movement in the region. APO Secretary-General Ryuichiro Yamazaki announced that five regional and seven national winners had been chosen by the APO's Governing Body to receive the awards during the 50th anniversary year of the organization. The most distinguished is former President of the Republic of the Philippines Fidel V. Ramos for his leadership in advocating sustainable development and contributions to the cause of Green Productivity not only in his country but also throughout Asia.




Photo J. Bernardo/APO

The APO, the prime mover in productivity-enhancing initiatives in the Asia-Pacific region, confers the awards only every five years. Individuals who have contributed significantly to advancing the productivity movement in the Asia-Pacific region are eligible for the Regional Awards, and those in a specific member economy of the APO are eligible for the National Awards. Former President Ramos, along with Dr. Tyzz-Jiun Duh (Republic of China), Mr. Rachmat Gobel (Indonesia), Mr. Tsuneaki Taniguchi (Japan), and Dr. Dong-Kyu Choi (Republic of Korea) (*see p. 7*), will be honored at the APO 50th anniversary commemorative event on 19 April 2011 at the Imperial Hotel, Tokyo.

The seven recipients of the 2011 APO National Awards are Dr. Pao-cheng Chang (Republic of China), Mr. Kunjung Masehat (Indonesia), Mr. Yousef Hojjat (IR Iran), Dr. Faqir Muhammad Anjum (Pakistan), Mr. Feliciano L. Torres (Philippines), Mr. Darshan Singh, (Singapore), and Mr. Upali Marasinghe (Sri Lanka). These national awardees will be honored by their governments through the national productivity organizations.

This is only the eighth conferring of the APO Awards since their inception in 1979. To date, 64 individuals, 13 of whom were regional awardees, have been honored. Secretary-General Yamazaki noted that in the 50 years since its establishment in 1961, the APO has been the sole international organization in the region with the mission of contributing to the socioeconomic development of its members through enhancing productivity. The APO is especially proud to mark its golden jubilee with an outstanding lineup of recipients who serve as living testimony to the APO's mission.

The conferring ceremony at the Productivity Jubilee: 50 Years of the Asian Productivity Organization on the 19th will be attended by distinguished international and Japanese guests representing the APO's network of members and partners. The APO's golden jubilee celebration will also coincide with the 53rd Governing Body Meeting, 19–21 April in Tokyo. The high-level group will convene to receive the Secretary-General's annual report and decide on the APO's plan and annual programs for the ensuing fiscal years. 

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## Productivity movement in Lao PDR

Director General Somdy Inmyxai, Small and Medium Enterprises Promotion and Development Office,  
Lao National Productivity Organization

**S**ince 1975, the Government of the People's Democratic Republic of Laos (Lao PDR) has recognized private enterprises as a driving force in the country's economic development. To encourage private-sector participation at the provincial level, the government introduced methods for mobilizing private businesses in the period of economic transition before 1987.

The objectives of the government's First Five-Year Plan (1981–1985) emphasized the importance of two production sectors, agriculture and industry, in moving toward a market-oriented economy. Specifically, the country aimed for self-sufficiency in food production, defined as the equivalent of 350 kg of paddy rice and other foodstuff per capita per year, and the collectivization of agriculture. The plan also focused on developing industrial activity, increasing export revenues through greater trade with Thailand, and rehabilitating rural infrastructure. However, growth during the plan period was slower than had been anticipated, and the government decided to take bolder steps toward reform.

The Second Five-Year Plan (1986–1990) introduced different strategies for national development under the New Economic Mechanism (NEM). The NEM was designed to expose the economy of Lao PDR to world market forces gradually, without sacrificing the national goal of food self-sufficiency. To implement this plan, many facets of the economy were decentralized. Although the central authorities continued to set policy guidelines, the responsibility for administering and financing many programs for economic and social development was delegated to the provinces. Once the new policies were promulgated into regulations, positive changes became rapid and extensive.

Lao PDR became a member of the APO on 18 June 2002 at the 44th session of the Governing Body Meeting in Kuala Lumpur, Malaysia. All these benefits have become part of governance principles. Productivity is now considered in planning the sustainable use of natural resources and human labor and in evaluating the country's geographic efficiency and effectiveness. Productivity principles are also used in management, promotion of new perspectives



at work, and measuring performance to ensure the efficiency and quality of work.

**“When Lao PDR joined the APO, the government began to appreciate fully the value of productivity in determining national competitiveness, in transforming the economy from agricultural to industrial, and in modernizing production processes.”**

In 2004, the government organized a National Roundtable Meeting in Vientiane to launch the country's productivity movement. Chaired by the Prime Minister of Lao PDR, the meeting was attended by 120 participants from central and local governments, nonprofit organizations, enterprises, international organizations, and embassies in Lao PDR. After the meeting, the National Strategy of Productivity Promotion (NSPP) was adopted and it closely follows measures from the government's SME Strategy Decree of 2006–2010, No. 157. The NSPP therefore mirrors the goal of the SME decree to enhance the country's competitiveness through the following strategies:

1) Develop personnel and skills of the workforce according to the requirements of the labor market and based on the specific conditions and potential of the country;

2) Develop subcontracting arrangements between the manufacturing and service sectors and between SMEs and large entities to expand markets and develop the skills of SMEs;

3) Increase efforts to develop and use measures and methods promoting productivity and product quality among Lao SMEs;

4) Promote the diversification of business development services in line with strengthening of service providers and stimulating demand for such services; and

5) Develop benchmarks in the fields of productivity, quality, and standards for business sectors for regional and international comparisons as well as certification.


As such, the NSPP is a significant document for government officials because it paves the way for introducing initiatives like training that will improve the management skills of government officials and consequently enable them to encourage citizens to be more proactive at work and increase work effectiveness.

Currently, the government has assigned the Small and Medium Enterprise Promotion and Development Office (SMEPDO), under the Ministry of Industry and Commerce, to act as the national productivity organization of Lao PDR. SMEPDO assists various organizations at the central and local government levels as well as enterprises in upgrading their technical capacity and management. It is also responsible for implementing key programs and projects in coordination with the APO.

**“Government officials and workers need to become examples of the productivity movement.”**

Through its work with the APO, SMEPDO has introduced basic productivity tools like 5S and kaizen to

enterprises and organizations. There is a need, however, to expand the knowledge base to other tools that improve the competitiveness of organizations, such as total quality management, total productive maintenance, good manufacturing practices, just-in-time systems, Six Sigma, and hazard and critical control point analysis, along with International Standardization Organization protocols. SMEPDO staff still need to be trained in these productivity and management techniques and must continue to build networks

with other line organizations to be able to respond more broadly to their mandate under the productivity movement policy. A future direction for SMEPDO is implementing the National Action Program on the Productivity Movement from 2011 to 2015. This is planned to be proposed as part of the national government agenda. The bottom line of all SMEPDO efforts is the development of human resources that will eventually contribute to the improvement of employment levels and economic growth. 

## Seventh Eco-products International Fair in New Delhi

**T**he Green Productivity (GP) movement was initiated by the APO in 1994 to help member countries find new avenues for productivity improvement hand in hand with environmental conservation. GP for Sustainable Energy and Environment was the overarching theme of the 7th Eco-products International Fair (EPIF) 2011 and international conference held 10–12 February at Pragati Maidan, New Delhi, India.

Over 25,000 visitors came to see the latest in environmental technologies, products, and services presented by exhibitors from Japan, Singapore, Malaysia, the Republic of Korea, Indonesia, and India. The fair, which was held concurrently with the 19th International Engineering and Technology Fair (IETF), also showcased corporate social responsibility programs in the private sector, projects of development organizations, and institutional profiles of the APO, India's Department of Industrial Policy and Promotion, Ministry of Commerce and Industry, National Productivity Council (NPC), and Confederation of Indian Industry, the joint organizers of the EPIF 2011.

At the inaugural ceremony of the IETF, congratulatory addresses were delivered by HE Hideaki Domichi, Ambassador of Japan to India, and Chairperson of the Preparatory Committee for the EPIF, Vice Chairperson of the APO Green Productivity Advisory Committee (GPAC), and Senior Executive Advisor of Teijin Ltd. Takashi Yamagishi. In the same program, Chairperson of the Committee for Establishment of the Eco-products Database, Vice Chairperson of the GPAC, and Professor Emeritus of the University of Tokyo Dr. Ryoichi Yamamoto presented the *Eco-products Directory 2011* to HE Anand Sharma, Minister of Commerce and Industry of India.



Minister Sharma (R) at the Maruti Suzuki India Limited booth with Yamagishi (C) and UAE Minister Al Qasimi (L). Photo Y. Sawairi/APO


Minister Sharma, in his inaugural address at the EPIF, acknowledged the significance of the fair in promoting eco-consciousness among Indian businesses and hoped that the mutually beneficial relationships developed through this EPIF between Indian and Japanese enterprises would be sustained

in the future. Later in the afternoon of the 10 February, Minister Sharma and Ambassador Domichi led the ribbon-cutting ceremony in Hall 18 to open the EPIF 2011 to the public. Witnessing the ceremony were HE Sheikha Lubna Al Qasimi, Minister of Foreign Trade of the United Arab Emirates, Chairperson Yamagishi, and APO Secretary-General Ryuichiro Yamazaki.



Indian high school students visiting the booth of Saraya Co. Ltd. Photo APO

The parallel International Conference on Green Productivity for Sustainable Energy and Environment, organized jointly by the APO and NPC, was attended by about 150 international and local participants. Welcome addresses were given by NPC Director General N.C. Vasudevan and APO Secretary-General Yamazaki. Japan's Ministry of the Environment and Ministry of Economy, Trade and Industry, key players in the promotion of GP in the Asia-Pacific region, were represented by Councillor Yukio Kato and Director Yu Murata, respectively. In his keynote address at the conference, EPIF Convenor Suresh Prabhu said that combining innovation and regulation was the key to achieve energy efficiency. Chief Patron of the EPIF 2011 J.N. Godrej stressed that economic growth must be inclusive so that the benefits of development were felt by the larger part of society, and that a life cycle carbon analysis approach in evaluating greenhouse gas emissions of products would be necessary.

At the closing of the conference on 11 February, Chairman of the Waste Management and Recycling Association of Singapore (WMRAS) Guah Eng Hock received the EPIF flag in a ceremonial handover from GPAC Chairperson Teisuke Kitayama. The EPIF 2012 is being planned by Singapore to serve as a global platform for showcasing Asia's and international economies' commitment to the environment. 





# Productivity methodologies, tools, and techniques

## Tourism and climate change—Dr. Ravinder N. Batta

With its close connections to the environment and climate itself, tourism is considered to be a highly climate-sensitive economic sector similar to agriculture, insurance, energy, and transportation. Climate is a principal resource for tourism, as it co-determines the suitability of locations for a wide range of tourist activities, is a principal driver of global seasonality in tourism demand, and has an important influence on operating costs, such as heating and cooling, snowmaking, irrigation, food and water supply, and insurance costs. Thus, changes in the length and quality of climate-dependent tourism seasons (e.g., sun-and-sea or winter sports holidays) could have considerable implications for competitive relationships among destinations and therefore the profitability of tourism enterprises. The industry must therefore focus on adaptation and mitigation policies to reduce the impacts of climate change.

### Process of adaptation in tourism

A step-by-step approach to adaptation is given in Figure 1. The United Nations Development Programme (UNDP) framework (*Human Development Report 2005: International Cooperation at a Crossroads: Aid, Trade and Security in an Unequal World*. New York: UNDP, 2005) provides four guiding principles for adaptation that are very relevant to tourism:

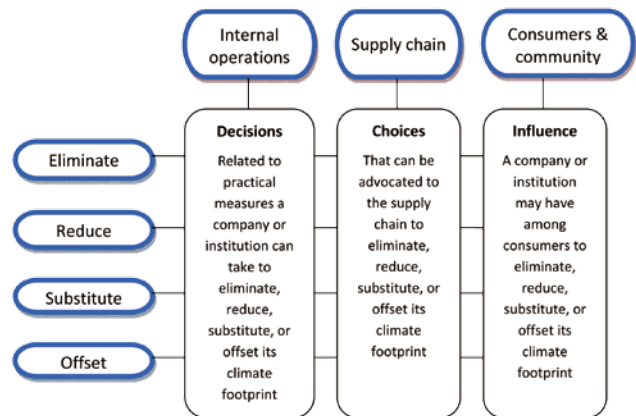
- 1) Place adaptation in a development context (mainstreaming climate change adaptations);
- 2) Build on current adaptive experience to cope with future climate variability;
- 3) Recognize that adaptation occurs at different levels, particularly at the local level; and
- 4) Recognize that adaptation is an ongoing process.

- Step 1:** Getting the right people involved in a participatory process
- Step 2:** Screening for vulnerability: identifying current and potential risks
- Step 3:** Assessing adaptive capacity
- Step 4:** Identifying adaptation options
- Step 5:** Evaluating adaptation options and selecting course of action
- Step 6:** Implementing
- Step 7:** Monitoring and evaluating adaptations

**Figure 1.** Developing and implementing a climate change adaptation process.

### Climate change mitigations in tourism

Tourism is a significant contributor to climate change. Recent evidence suggests that the sector's contribution to global anthropogenic CO<sub>2</sub> emissions is on the order of only 5% (in 2005), but may be higher (from 5% to 14%) if measured as radiative forcing, i.e., the warming caused by CO<sub>2</sub> as well as other greenhouse gases. Mitigation can be achieved by reducing energy use by changing travel behavior, improving energy efficiency, increasing the use of renewable energy, carbon-offsetting strategies, sustainable destination planning and management, and tour operators' choice of destinations and packaging of travel products, as well as other changes in business practices. While technological innovation has considerable potential to achieve reductions in greenhouse gas emissions, this will, given the high growth rates in global tourism, not be sufficient to achieve absolute reductions in energy use and emissions. Behavioral changes (tourists) as well as structural change (tourism industry) will thus be of importance in reversing the trend of increasing greenhouse gas emissions in tourism (Figure 2).



**Figure 2.** Behavioral change options for tourism enterprises.

The overall objective of climate change mitigation strategies, policies, and activities in the tourism sector is to contribute to the achievement of “carbon neutrality.” For business and institutions, carbon neutrality can be defined by the entire set of policies which an institution or business uses when it estimates its known greenhouse gas emissions, takes measures to reduce them, and purchases carbon offsets to “neutralize” those emissions that remain. Carbon neutrality for a business or institution signifies an entity (organization) that has a zero net contribution of greenhouse gases to the atmosphere. This includes all activities directly controlled by the organization, including travel, purchasing of goods and services, and daily behavior of staff. Carbon neutrality can be achieved by improving the way the organization operates (e.g., through modified procurement considerations), improving the efficiency of operations (e.g., communications and meetings), and upgrading equipment (e.g., vehicle fleets and buildings).

In relation to carbon neutrality, a successful mitigation policy could consider four main steps that any tourism-related business or institution could implement as a practical response to climate change. The first step is to eliminate the emission of greenhouse gases by keeping away from certain activities that can be avoided without a significant change in the tourism product or service quality. The second is to reduce the emission of greenhouse gases by focusing on energy efficiency practices in specific activities. The third step involves substituting practices that are responsible for a large amount of greenhouse gas emissions with practices that have a lower carbon footprint. Finally, the institution or business unit can offset remaining emissions to achieve full carbon neutrality.



Dr. Ravinder N. Batta is an Indian Administrative Service Officer. After receiving a PhD in Environmental Economy, he is currently pursuing postdoctoral research. He served as an APO expert several times and wrote for three APO publications on Green Productivity.


## Cambodia adopts OVOP policy, names model OVOP province

**T**he Cambodian government has adopted One Village, One Product (OVOP) as a key element in its strategy for poverty reduction. In its “rectangular strategy,” the government highlighted the role of the OVOP movement and adopted OVOP as a policy for achieving an equitable, efficient system of marketing, distributing, and utilizing local resources.

In line with the OVOP policy, a national forum for promoting the OVOP movement in Cambodia was organized on 26 January by the Cambodia OVOP National Committee and the National Productivity Center of Cambodia (NPCC) with support from the APO under its Technical Expert Service Program. The forum was attended by 321 participants, including Cambodian Deputy Prime Minister Sok An, the APO Director for Cambodia and Secretary of State of the Ministry of Industry, Mines and Energy, and Son Koun Tour, Adviser to Prime Minister Hun Sen and Secretary-General of the OVOP National Committee. Several Cambodian governors, led by Governor Srey Bein of Takeo province, other provincial and district officials, and representatives of chambers of professionals and microenterprises also attended.

At the forum, Deputy Prime Minister Sok An officially declared Takeo province as the model province for the OVOP movement in Cambodia. It will serve as a showcase of viable OVOP models, which can be emulated by other provinces and local communities in driving their respective OVOP initiatives. Initially, Kirivong district in the province will act as the center for demonstrating innovative vegetable and fruit production and processing and sericulture. Eventually, the movement will spread throughout Takeo.

This initiative is expected to assist government efforts to diversify economic activities in the province. While Takeo is developing fast, 85% of its labor force is still employed in agriculture, producing mainly rice and earning from US\$50 to US\$80 monthly. With the development of more diversified enterprises through the OVOP approach, it is expected that utilization of labor, especially farm labor during slack periods, can be optimized.

A follow-up workshop was held on 27 January to firm up the action plans presented at the forum. Participating in the workshop were Deputy Secretary-General of the OVOP National Committee Hash Vongdara; NPCC Director Yea Bunna; APO Secretariat Agriculture Department Director Joselito Bernardo; Professor Kunio Igusa, APO expert from Japan; and other officials of the NPCC, OVOP National Committee, and Takeo province. A key element in the action plans is fund sourcing and networking with donor institutions for technical assistance to jumpstart the envisioned projects. 



*Deputy Prime Minister and Vice Chairman of OVOP National Committee Dr. Sok An explaining the role of OVOP development in the rectangular strategy of the government. Photo J. Bernardo/APO*

## Kyoto Top Management Forum on Asian Dynamism and Global Management


**T**he 27th Top Management Forum on Asian Dynamism and Global Management, hosted by the APO, Ministry of Economy, Trade and Industry (METI) of Japan, and Japan Productivity Center (JPC), in cooperation with the Kansai Productivity Center (KPC), was held 14–16 February 2011, in Kyoto, Japan. The forum brought together top business executives, senior government officials, and executives of national productivity organizations to study key success factors of global management behind dynamic Asian enterprises.

APO Secretary-General Ryuichiro Yamazaki welcomed the 30 participants from 18 APO member economies. He stressed the importance of this forum “when interdependent Asian economies are seizing new opportunities to expand beyond their domestic and regional markets.” JPC President Tsuneaki Taniguchi noted that the forum had been held since 1985 and continued to play a major role in promoting management innovation. President of Sumitomo Metal Industries Hiroshi Tomono introduced Kyoto, not only as a cultural heritage and tourism site but also as a center of creativity and manufacturing and cited various modernization efforts made by the company in copper production and trade.

In the session on “Asian Diversity and Dynamism of Innovation Management,” Dr. Yoshiya Teramoto, Professor of Waseda Business School, Waseda University Graduate School of Commerce, used the tale *Momotaro* (Peach Boy) to illustrate the importance of managing diversity to achieve specific goals, noting that “well-managed diversity can lead to innovation.” Deputy

Director Kazutoshi Shimura, Economic Partnership Division, Trade Policy Bureau, METI, Japan, and Director of FTA Policy and Planning Insang Hwang, Ministry of Foreign Affairs and Trade, Republic of Korea, presented their respective governmental perspectives on trade and emphasized economic integration and cooperation.

Senior executives of Japanese private-sector firms such as Tokyo Electron Ltd., Nambu Co. Ltd., Mitsui O.S.K. Lines Ltd., and Ootoya Co. Ltd. shared insights on global management and strategies. On the final day, forum participants visited Omron Kyoto Taiyo Co. Ltd., a manufacturer of electrical and mechanical

devices, to observe best practices of global management firsthand. This annual forum provides an opportunity for Asian business and industry leaders to interact, not only to share experiences and knowledge but also to develop common global management strategies tapping inherent Asian dynamism. 



*Dr. Yoshiya Teramoto being introduced by session Chairperson Dr. Md. Nazrul Islam, Director of the Bangladesh National Productivity Organization. Photo Y. Yamashita/APO*

# 9th Green Productivity Advisory Committee Meeting

The Green Productivity Advisory Committee (GPAC) held its 9th annual meeting in Tokyo on 19 January 2011 to review ongoing Green Productivity (GP) activities and assess green business opportunities in the Asia-Pacific region. The meeting was attended by GPAC executives and members, government officials, and representatives of relevant organizations and the media from around the region. APO Secretary-General Ryuichiro Yamazaki welcomed the attendees and emphasized the importance of GP activities to the APO, which is celebrating its 50th anniversary since establishment in 1961. GPAC Chairperson Teisuke Kitayama opened the meeting with remarks on current global environmental issues and the need to expedite actions to support sustainable development and green business. Kitayama also pointed out the need to strengthen the competitiveness of environmentally friendly Japanese products, technologies, and services in global markets while contributing to sustainable development in the Asia-Pacific region and beyond.


The meeting heard reports on the publication of the *Eco-products Directory 2011*; a summary of the Eco-products International Fair (EPIF) 2010 in Jakarta by the APO Secretariat; and final preparations for the EPIF 2011 in New Delhi by Environmental Division Director M.J. Pervez of the National Productivity Council, India. A proposal for hosting the EPIF 2012 in Singapore was also presented by the Waste Management and Recycling Association of Singapore and Enterprise Promotion Centre (EPC). "Singapore hosted the EPIF 2006, and a number of environmental policies and activities have been implemented in Singapore since then. After six years, Singapore now intends to act as a catalyst to unite the APO region in the pro-environment movement that goes along with enhancement of the green business focus," stated EPC Director Jan Tan.

GPAC Vice Chairperson Takashi Yamagishi, Senior Executive Advisor of Teijin Ltd., recognized the efforts made for the EPIF 2011 and urged further cooperation



9th GPAC meeting Photo Y. Fujimoto/APO

to make it an event that would unite the Asian region to reconcile economic growth and environmental preservation. He also praised the proposal by Singapore to bring together all APO member countries to work for a more sustainable, greener Asia. "Last June, the asteroid explorer *Hayabusa* (Falcon) finally returned to the earth after an approximately six billion-kilometer round-trip journey to the asteroid Itokawa, making the first physical contact with the asteroid and bringing back samples to Earth. I was very impressed by that exhilarating achievement and would like to point out that progress in science and technology along with international cooperation will be essential for the development of Japan in the years to come," stated Yamagishi.

GPAC Vice Chairpersons Yukio Yanase of Orix Corporation, Hajime Bada of JFE Holdings, Inc., and Tsuneaki Taniguchi of the Japan Productivity Center also recognized the need to support the APO in efforts to foster green business in fast-growing Asian markets. 

## APO-sponsored conference on CBRT in the Philippines

The Development Academy of the Philippines (DAP), in partnership with the International School of Sustainable Tourism (ISST) and Philippine Department of Tourism (DOT), with support from the APO, organized a National Conference on Planning and Development of Community-based Rural Tourism (CBRT) at Subic Freeport in Olongapo, 12–14 January 2011. The three-day event was well attended, with over 560 representatives from varied sectors of the tourism industry from around the Philippines there at their own expense to explore how to optimize the utilization and productivity of resources in rural areas.

According to conference Project Manager Tet Serrano, "The overwhelming success of this conference can be attributed to the program design, the timely topics, and the good combination of international and local experts," which included the TV personality Dyan

Castillejo, host of *Sports Unlimited*, in addition to DOT Secretary Alberto Lim, Department of




Secretary Alberto Lim (2nd from R) receiving a token from DAP President Kalaw (3rd from R) and Dr. Gabor (R) after speaking at the opening of the conference. Photo J. Bernardo/APO

the Interior and Local Government Assistant Secretary Rolando Acosta, Olongapo Mayor Bong Gordon, and DAP President Antonio D. Kalaw, Jr.

International speakers came from Asia and Africa: Vice President Rajendra Narsingh Suwal, KGH Group of Hotels, Resorts and Travels, of Nepal; CEO Mariette Du Toit-Helmbold, Cape Town Tourism, South Africa; Dr. Mei-Hsiu Yeh, Professor, Fu Jen Catholic University, Republic of China; Koo Swee Chiow, an adventurer from Singapore and author of *Dare to Dream*; Consultant Susan Santos de Cárdenas, Sustainable Tourism, Hospitality Event and Marketing Guru, of Japan, and APO Agriculture Department Director Joselito Bernardo. Local speakers included Dr. Mina Gabor, former Secretary of Tourism and President of the ISST; Arthur Sandaga Cortez, Jr., of the Provincial Government of La Union, and Glenda Barreto, Doyenne of Philippine Cuisine.

Topics included the framework for CBRT, successful models in Asia, issues in the development of rural areas as prime tourism destinations, development of CBRT through a stakeholders' approach, Nepal's experience in the management of ecosites on Mt. Everest, sustainable management of natural resource endowments in rural areas for recreational and adventure tourism, essentials for marketing locales and events, recreational and adventure tourism in the Philippines, models of CBRT in Peru, regional food considerations in tourism, and the role of local governments in the development of CBRT.

The participants recommended that the conference be a biennial event of the DAP and APO. This project could serve as a model for APO-supported in-country projects in other member countries. 



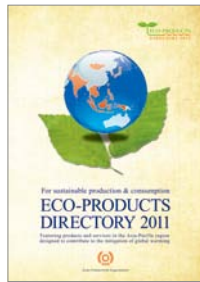
## APO Eco-products Directory 2011 debuts

The *Eco-products Directory 2011* made its official debut at the Eco-products International Fair in New Delhi, India, on 10 February. This is the seventh edition and catalogs more than 800 eco-materials, eco-components, eco-products, and eco-services developed to help minimize impacts on the environment and mitigate the effects of global warming. This directory aims to contribute to more sustainable development in the Asia-Pacific region and beyond by greening supply chains and promoting the concept of green purchasing.

An electronic version of the directory is available for free downloading on the APO website ([http://www.apo-tokyo.org/00e-books/00list\\_gp.htm](http://www.apo-tokyo.org/00e-books/00list_gp.htm)). The CD-ROM and print versions will be available from late March 2011.



Prof. Ryoichi Yamamoto (R) presenting the Eco-products Directory 2011 to Indian Minister of Commerce and Industry Anand Sharma (L). Photo A. Donaire/APO



## KPC signs MOU with PAPA

On 21 December 2010, APO Chair Dr. Dong-Kyu Choi, Korea Productivity Center (KPC) Chairman and CEO, signed a memorandum of understanding (MOU) with the Pan-African Productivity Association (PAPA). The MOU is intended to strengthen the collaborative working relationship between the organizations for the enhancement of their national productivity movements. After the signing ceremony, the KPC introduced its various business activities, and Dr. Choi guided PAPA President Dr. Krishnalall Coonjan around the training facilities of the KPC. The MOU states that each organization will cooperate in development of human resources and joint training projects and information exchanges on productivity enhancement at the industrial level.



(L-R) APO Chair and KPC Chairman Dr. Choi and PAPA President Dr. Coonjan at their MOU signing ceremony. Photo courtesy of KPC

Dr. Choi was invited to the PAPA-African Union Productivity Workshop in March 2011 as a resource speaker on Korean policies for productivity enhancement. During the meeting with Dr. Coonjan, Dr. Choi stated that the KPC's expertise in productivity campaigns, training, and consulting, will be shared with PAPA. The KPC looks forward to a joint framework to assist African countries in their productivity movements.

Contributed by Jun-Ho Kim, APO Liaison Officer for ROK, KPC.

## APO 2011 Regional Awardees

### Dr. Tyzz-Jiun Duh, Republic of China

- Director General, Industrial Development Bureau (IDB), Ministry of Economic Affairs (2009–present)
- Professor, Soochow University and Chinese Culture University
- Various leadership roles, Small and Medium Enterprises Administration, Department of Commerce, Department of Industrial Technology, and IDB (1997–2009)
- PhD, National Taiwan University (1992); postdoctoral research, State University of New York (1993)



### Mr. Rachmat Gobel, Indonesia

- President Director, PT Gobel International (1994–present) and President Commissioner/Director, numerous Indonesian companies under the PT Gobel portfolio
- Vice-President for Industry Research and Technology; Chairman, Patronage Council, Indonesia-Japan Economic Committee of the Indonesian Chamber of Industry; Chairman, Federation of Indonesian Electronic Industries
- Vice-Chairman, Indonesian Olympic Committee and Indonesian Red Cross
- BSc in International Trade, Chou University (1987); honorary doctorate, Takushoku University (2002)



### Mr. Tsuneaki Taniguchi, Japan

- President, Japan Productivity Center (2005–present)
- Served the JPC for over 40 years in various capacities as officer (1988–2004), including liaison officer (1988–1996)
- Adviser, Kyorin University and Association for Overseas Technical Scholarship in Japan
- Director, Japan International Labor Foundation
- Bachelor of Law, Meiji University Law School (1966)



### Dr. Dong-Kyu Choi, Republic of Korea

- Chairman and CEO, Korea Productivity Center (2008–present)
- Chair, APO Governing Body (2010)
- Advisor, Presidential Regional Development Committee and Financial Policy Advisory Council, Ministry of Strategy and Finance
- Former President, Songho College, Kangwon Development Research Institute, and Korean Institute of Small Business Studies
- PhD in Business Economics, Korea Advanced Institute of Science and Technology (1989); and Master's in Urban and Regional Planning, Seoul National University (1974)



### HE Fidel V. Ramos, Philippines

- 12th President, Republic of the Philippines (1992–1998) and Former Secretary of Defense and Chief of Staff of the Armed Forces (1986–1991)
- Chairman, Ramos Peace and Development Foundation
- Chairman, Boao Forum for Asia
- Three graduate degrees: Civil Engineering (1951, University of Illinois), National Security Administration (1969, National Defense College of the Philippines), Business Administration (1980, University of the Philippines); undergraduate degree, US Military Academy, West Point, USA (1950); numerous honorary doctorates (2000–2005), universities in the Philippines, Thailand, and Republic of Korea



# Multicountry OSM on SME development


**D**evelopment of SMEs was the focus of a recently completed multicountry observational study mission (OSM) held in Japan, 24–28 January 2011. The OSM, jointly hosted by the APO and Japan Productivity Center (JPC), had 12 participants from three members representing the Mekong region (Cambodia, Lao PDR, and Vietnam) and four observers from Myanmar. Participants shared their experiences in the development of demonstration companies and described the relevant support given by the national productivity organizations through the Member Country Support Program (MCSP). The OSM and MCSP are follow-up activities to a previous APO-sponsored workshop on SME Development in the Mekong Region.

The OSM agenda included presentations by SME Expert Satoru Tajima, participants' country paper presentations, and site visits in Tokyo and Nagoya. In Tokyo, APO Secretary-General Ryuichiro Yamazaki joined the OSM at Diamond Dining Co. Ltd., where they observed practices adopted to ensure customer satisfaction. In Nagoya, site visits to four companies, Sankyo Kogyo Co. Ltd., Mirai Industry Co. Ltd., Nabeya Bi-Tech Kaisha, and Meidoh Co. Ltd., demonstrated

the application of lean systems to enhance product quality, management philosophies for motivating workers, human resources and production management techniques for multiple-item small-lot production, and total quality management, respectively.



OSM participants learning about SME best practices at Mirai Industry Co. Ltd. Photo M. Idham/APO

On the last day, Tajima facilitated action planning by participants and chaired the summing-up session. Participants expressed satisfaction with what they had gained from the mission, especially during the site visits, and planned to disseminate their new knowledge in their organizations. 

## Opening for Director of the Administration & Finance Department Asian Productivity Organization

The APO Secretariat is seeking a Director of the Administration & Finance Department.

### Term/Conditions:

Fixed-term appointment for two years, renewable at the end of the term based on performance and upon mutual consent. Other conditions are determined by the Staff Regulations and Rules of the APO.

### Workplace:

APO Secretariat, 1-2-10 Hirakawacho, Chiyoda-ku, Tokyo 102-0093.

### To apply:

Please send your curriculum vitae together with a recent photo (4 cm × 5 cm) and a synopsis in English. Applications must reach the APO Secretariat by 24 April 2011 via postal mail or e-mail. Only those who are shortlisted will be contacted. Application documents will not be returned.

### Contact:

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Please visit the APO website at [www.apo-tokyo.org](http://www.apo-tokyo.org) for detailed information on this employment opportunity.

## Photo news



8th Annual General Meeting (AGM) of the APO Alumni Society for Bangladesh, 5 February 2011. Bangladesh Minister for Industries Dilip Barua (R) delivering the inaugural address at the AGM opening session. The AGM was followed by a seminar on Productivity Development for the Agro-based Industrial Sector organized by the APO Society for Bangladesh. Photo courtesy of APO Society for Bangladesh



Bilateral Cooperation between NPOs (rescheduled project): Learning Roles and Functions of Effective NPOs, 24–25 January 2011, Vietnam, and 27–28 January 2011, Japan. APO Liaison Officer for Pakistan Khawaja Muhammad Yousuf (L) speaking on the activities of the NPO Pakistan at the APO Secretariat on 28 January 2011. Seated (R): APO Alternate Director for Pakistan and Additional Secretary of Ministry of Industries, Production & Special Initiatives Muhammad Javald Iqbal Awan. Photo A. Donaire/APO