



## Project Reports: Industry and Services

### FORUM ON THE DEVELOPMENT OF NATIONAL PRODUCTIVITY ORGANIZATIONS

15–17 September 2003 Da Nang, Vietnam

#### BACKGROUND

The APO organized a roundtable follow-up conference in 1998 in Fiji to take stock of the achievements of the roundtable conferences carried out in five member countries. Twelve member countries participated in this follow-up conference, the primary objective of which was to identify new measures and projects that would help member countries in strengthening their productivity movements. A key recommendation arising from the deliberations was the need for member countries to evaluate and strengthen their productivity movements constantly to meet the challenges of the rapidly changing competitive environment and increasing societal expectations. To address this need, the conference also suggested that a biannual forum be organized to discuss critical issues arising from such changes and to consider their impact on NPOs.

Recognizing the significance of sharing experiences through networking among NPOs, the heads of NPOs and key NPO officials then met in 1999 at the Symposium on "Strategic Alliances for Organizational Excellence" in Kuala Lumpur to exchange information, insights, and experiences in productivity development and specifically to promote strategic alliances among NPOs. A forum hosted by Singapore in 2000 provided the platform for the translation of policies and strategies into concrete action plans by NPOs, i.e., to draw a focused road map to guide and accelerate the development process for an effective productivity movement, bearing in mind the differing pace of and varying success in the promotion and implementation of the productivity movement in member countries. The Bangkok Forum in December 2001 enabled NPOs to present their road maps delineating their focused strategies, new initiatives, and actions following the inputs gathered at the previous forum in Singapore and provided the opportunity for an exchange of ideas on how the APO network and resources could be tapped to build institutional capacity for the formulation of innovative and pragmatic solutions in a knowledge-based economy. Further, the forum held in Tehran in December 2002 addressed the need for the development of an NPO scorecard, building upon the prior work done on the NPO strategic road maps and performance measures.

#### OBJECTIVES

In line with previous forums, the APO Forum on the Development of NPOs in Danang addressed the need to:

- i. Review and obtain an update from NPOs on the implementation of the balanced scorecard (BSC) methodology and the human resources scorecard methodology;

- ii. Introduce scenario planning so that NPOs can begin to brainstorm on the future trends that will affect them and share what each NPO is doing to facilitate action learning; and
- iii. Identify the capabilities needed in NPOs to address the scenarios they face, i.e., strategic human resources management, and how to develop them.

To achieve the intended goals, the forum employed a customized program involving methodology that included discussions, instruction, exercises, and knowledge sharing. The forum also included planning sessions to help participants understand the future scenarios they are likely to face and possible strategies to cope with them. Two facilitators, Professors Tan Wee Liang and Ravinder Zutshi, were involved in the forum. Professor Tan and Lee Kia Yoke, APO Research and Planning Department, were involved in the overall design of the program. The participants were divided into three groups for the purposes of interaction, sharing, and active learning. The lists of individuals in the groups are shown in Annex 1. The participants opted to be grouped in randomly assigned syndicates for their discussions.

Please refer to the program schedule and list of participants and resource persons in Annexes 6 and 8, respectively.

## **BALANCED SCORECARD REVISITED**

Professor Tan outlined the overview of the Danang forum and how it was related to the preceding three forums. The four forums were designed to lead to discussions in the present forum on the:

- progress in the implementation of the NPO scorecard;
- introduction of scenario planning as a tool for strategy-making; and
- importance of strategic human resources management because an NPO's human resources are the source of capacity in any scenario.

During the first segment of the forum, the participants shared their current progress in the implementation of the BSC methodology. The BSC is one of many methods of performance measurement, and performance measurement is an important aspect of strategic management. The value of any strategy is its implementation. In implementing a strategy, there is a need to ascertain the progress made. It is not required that all NPOs utilize the BSC methodology although it would be beneficial since it is used by many organizations and offers perspectives that are integral to an organization's strategy.

The phase in the implementation of the BSC methodology of each NPO is shown in Table 1 below. The Republic of China, Malaysia, the Philippines, Thailand, and Singapore have implemented the BSC throughout their NPOs' units and are extending the BSC to individuals. Pakistan has implemented the BSC in its divisions but has not extended it to individual scorecards. The NPOs of Fiji, Laos, and Nepal are considering whether to adopt the BSC.

## **ROUNDTABLE DISCUSSION ON PROBLEMS, ISSUES, CHALLENGES, AND PROGRESS OF THE BSC**

Apart from obtaining an update from the NPOs on their implementation of the BSC, the forum also aimed to:

1. allow the heads of NPOs to share their experiences in the implementation of the BSC as a follow-up to the previous APO DON Forum in Teheran, Iran;
2. facilitate opportunities for learning from other NPOs; and
3. elicit best practices or processes for the implementation of the BSC.

The discussions of the participants revealed that the issues and challenges faced by the NPOs in implementation came within the following categories:

- challenges in receiving commitment within the NPO for the implementation of the BSC;
- challenges in communicating the implementation processes of the BSC in the organization;
- challenges in determining the performance measures; and
- challenges in cascading the BSC methodology through the NPO's various units

It was felt that all these challenges could be overcome because strategy is important and should be given first place in shaping the actions of the NPOs. Through the discussion, the NPOs learned how other NPOs had succeeded in handling various issues and challenges.

## **SCENARIO PLANNING**

The participants were introduced to scenario planning through exercises and discussion. There were four components to the first exercise on the Enron Credit Union, which was intended to discover the way that scenario planning could benefit an organization. It also provided brief insights into how it could be carried out. The participants all agreed that scenario planning could be used by NPOs. In general, the participants saw the value of scenario planning in enabling them to:

1. adopt a "multi-track" mindset;
2. understand the forces that drive an organization, industry, and environment;
3. challenge deeply held assumptions;
4. allow imagination and simulation as the environment for organizational learning; and
5. improve the quality of strategic thinking in an organization.

The NPO representatives saw that the "what if" questions allowed them to explore the uncertainties they face and anticipate them better. The salient points from the discussion are included in Annex 2 of this report.

The second exercise involved the NPO representatives considering certain scenarios they could confront. The exercise involved a hypothetical NPO, the

UPI, in a fictional country called Unknown. This enabled the groups to discuss the scenarios without considering the contexts of their NPOs. The participants considered the following scenarios through this exercise:

- reduction in government funding;
- potential loss of government sponsorship through election loss by the ruling political party; and
- a loss of credibility because of management fraud.

The participants outlined likely impacts and short-term and long-term action plans for these potential scenarios for NPOs. In addition to the steps to be taken if the events should occur, the participants also considered the key elements in their NPOs that needed to be retained regardless of the scenario and the key success factors. The results of their discussions and tentative action plans are shown in Annex 3. The lessons that the NPOs learned from the exercise included the realization that the third exercise formed a link to the strategic human resources management portion of the forum that was facilitated by Prof. Zutshi. Moving from the hypothetical case, the NPOs were divided into three groups depending on their type of funding to discuss the best-case and worst-case scenarios that could confront them. The three groups were:

- fully government funded;
- not government funded; and
- partially government funded (government-assisted) NPOs.

Their views on the worst-case and best-case scenarios were telling as they revealed the hopes and fears of those present. It also allowed the participants to face these possible situations and formulate pointers on how to address these issues. The best-case and worst-case scenarios generated by the three groups and the respective action plans are given in Annex 4. Through this exercise, the NPOs learned the need to provide fuller details in their storylines for each scenario as scenarios can be used to generate action plans and simulations only with sufficient detail.

## **STRATEGIC HUMAN RESOURCES MANAGEMENT**

1. The sessions on "Strategic Human Resources" by Prof. Zutshi, were directed toward two main purposes.
  - a. The first was to introduce the participants to the key concepts of human resources management. In the context of NPOs, which are knowledge-based service organizations, human resources management is critically linked to the process of knowledge creation, acquisition, capture, and utilization. The resource-based view asserts that a firm is a unique bundle of resources and enhancing its capabilities and competencies is central to an organization's strategy.
  - b. The second was to invite the participants to think creatively about intra-APO resource sharing for learning. The extent to which productivity improvement tools and techniques are internalized by its clients is indicative of an NPO's success. The success of an NPO enjoins it to focus on learning and to innovate and reposition its service offerings continuously. Alliances and

networks have become useful mechanisms for organizational learning. Rethinking and implementing new mechanisms, systemic as well as structural, greatly influence an NPO's ability to respond to the evolving needs of clients.

2. In the first session, Professor Zutshi engaged the participants in a discussion on the knowledge management process. The discussion started with an overview of the "McKinsey and Company" case. The case provided an excellent opportunity to observe that:
  - a. The capabilities of a firm are contextual and time-dependent.
  - b. The capabilities degenerate unless efforts are made to sustain them.
  - c. A knowledge-based service organization can respond to challenges effectively by moving up the knowledge ladder and thus remaining relevant to its clients.
3. The participants then assembled in groups to:
  - a. Review the McKinsey experience and relate it to the issues of knowledge management in their respective NPOs;
  - b. Discuss their respective NPOs' approach to human resources management to enhance organizational capabilities and competencies;
  - c. Exchange perspectives on knowledge sharing and how to embed it in an organization; and
  - d. Suggest, based on their experiences and collective thinking, how top managers at McKinsey should respond to the situation the company faces.
4. Extending the discussion from the case and the group presentations that followed, Prof. Zutshi focused on the characteristics of knowledge, the evolution of industries, and the emerging issues in the management of knowledge resources. He emphasized that firms today recognize that knowledge management requires moving beyond firm boundaries to planning at the industry level. Considering their national reach and their mandate, NPOs are better positioned to enhance services to industry clusters, particularly those dominated by SMEs.
5. In the subsequent session, the creative potential of the participants was unleashed as the teams were asked to design a virtual organization comprised of member NPOs and other institutions that would allow them to:
  - a. Enhance the human resources potential of the collective;
  - b. Respond to the emerging issues and face the future challenges through national and intra-NPO networks; and
  - c. Improve their client reach.

The groups were allowed to conceive of a multi-cored network of NPOs. The exercise was structured as follows:

#### 5.1 Make an assessment of the client needs. Which services are either

mandated to the NPO or would be needed by clients in the foreseeable future?

- Needs that are common among NPOs.
- Needs that are unique to some NPOs.

5.2 Consider what value-adding services they presently provide.

- Services common among NPOs.
- Services unique to some NPOs.

5.3 What are the core competencies?

- (i) Unique to each NPO.
- (ii) Competencies shared in common.

Through this exercise, the participants were able to define their core capabilities, the areas that they should seek to preserve, develop, and strengthen within, those that could be shared, and those to be developed in common. They also gained an appreciation of the role that the APO plays as the hub of the NPO network.

## SUMMING UP

Professor Tan summed up the forum by drawing attention to the elements that were covered in the three days. He also invited the NPO representatives to review their needs in capacity in light of their assessment of the scenarios they faced and their discussion of strategic human resources management. They were also invited to indicate how the APO could provide relevant assistance. Most of them mentioned a need for assistance with the implementation of the BSC. The NPOs' requests for assistance are shown below.

Requests for assistance in BSC implementation	
Country	Type of Assistance Requested
Bangladesh	TES (BSC)
ROC	Willing to share its expertise
Fiji	TES & BCBN (BSC)
India	TES (BSC)
Indonesia	TES (BSC)
Laos	TES on productivity promotion and BSC with assistance from Thailand
Malaysia	Willing to share its expertise
Mongolia	TES (BSC) with assistance from Malaysia
Nepal	TES & BCBN (BSC)
Pakistan	TES (BSC) with assistance from Malaysia

Philippines	TES & BCBN (BSC) with assistance from Singapore
Singapore	Willing to share its expertise
Sri Lanka	TES & BCBN (BSC)
Thailand	Willing to share its expertise
Vietnam	TES & BCBN (BSC) with assistance from ROC & Singapore



**Attachments:** [Annex 1 to 7](#)

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**Annex 1**

<u>Group 1</u>	<u>Group 2</u>	<u>Group 3</u>
<b>Mr. Sanggam Purba</b> Indonesia	<b>Ms. Ma. Concepcion P. Pabalan</b> Philippines	<b>Dr. Md. Nazrul Islam</b> Bangladesh
<b>Dr. Khandan Alamdari Saber</b> Iran	<b>Mr. Jone Usamate</b> Fiji	<b>Dr. Pagvajav-Un Shurchuluu</b> Mongolia
<b>Mr. Senekham Vongvoralath</b> Lao PDR	<b>Mr. Pham Ngoc Quoc Bao</b> Vietnam	<b>Dr. Segundo Joaquin E. Romero, Jr.</b> Philippines
<b>Mr. Sangvorn Rutnarak</b> Thailand	<b>Ms. Nguyen Thi Bich Hang</b> Vietnam	<b>Mr. Alexandar Mathew Williams</b> Singapore
<b>Dr. Ab. Wahab Muhamad</b> Malaysia	<b>Mr. J. Abeywickrama</b> Sri Lanka	<b>Mr. Saquib Mohyuddin</b> Pakistan
<b>Mr. Govind Prasad Kusum</b> Nepal	<b>Mr. Mii Chen Chi</b> Taiwan, ROC	<b>Ms. Kunthida Dechyothin</b> Thailand
<b>Mr. Srinivasan Bhargavan</b> India	<b>Mr. Gyawali</b> Nepal	

**Table 1. Stage of implementation of the BSC by NPOs.**

Phase	Bangladesh	ROC	Fiji	India	Indonesia	Laos PDR	Malaysia	Mongolia	Nepal	Pakistan	Philippines	Singapore	Sri Lanka	Thailand	Vietnam
<b>Still considering whether to adopt BSC</b>			X			X			X						
<b>Have decided to adopt</b>	X	X		X	X		X	X		X	X	X	X	X	X
<b>Developing perspectives</b>		X		X			X			X	X	X		X	
<b>Developed plans for implementation in selected units</b>			X							X	X			X	
<b>Developed performance indicators</b>		X	X				X			X	X WIP	X	X Government appraisal system	X	
<b>Extending BSC to all divisions</b>		X		Only at HQ			X			X	X			X	
<b>Extending BSC to individuals</b>		X					X WIP					X		X WIP	
<b>Offering BSC consulting to clients</b>		X		X			X	X		X	X	X to government		X	
<b>Reviewing BSC &amp; KPI</b>		X						X			X	X		X	
<b>Introducing additional performance measurement methodologies</b>			EMS	X WIP			X firm sector				X Quality award	EVA		X TQA	

WIP, work-in-progress; EMS, environmental management system; EVA, economic value added; HQ, headquarters.

<b>1. What is the value of scenario planning?</b>		
<b>Group I</b>	<b>Group II</b>	<b>Group III</b>
<ul style="list-style-type: none"> <li>● To handle probable event qualities</li> <li>● To prepare all people in organization for the future</li> <li>● Not taken by surprise</li> <li>● To develop a plan of action</li> </ul>	<ul style="list-style-type: none"> <li>● Identify + seize opportunities</li> <li>● Think of possible strategy to deal with adversity</li> <li>● Allows thinking differently &amp; considering options</li> <li>● Allows creative thinking</li> <li>● Risk minimization</li> <li>● Avoid complacency, mental readiness</li> <li>● Have a plan ready to implement when adversity strikes</li> </ul>	<ul style="list-style-type: none"> <li>● Strengthens overall planning capability</li> <li>● Anticipate events/conditions with high positive and negative impact on organization</li> <li>● Help prioritize resources (for responding to scenarios)</li> <li>● Form strategic alliances with stakeholders, etc.</li> <li>● Build customer base</li> <li>● Help question assumptions, widely held beliefs, practices in the organization</li> <li>● Help make organizations more resilient, nimble</li> <li>● Increases reaction and decision time</li> <li>● Promotes professionalism in the NPO</li> <li>● Helps in succession planning</li> </ul>
<b>2. Does it apply to NPOs? Why or why not?</b>		
Yes Why or why not (politics, economical, social, technological)		
<ol style="list-style-type: none"> <li>1. Government support <ul style="list-style-type: none"> <li>- Shrinking funds (private)</li> <li>- Economic policy</li> </ul> </li> <li>2. Dependent market slips off/new demand</li> <li>3. High turnover of knowledge workers</li> <li>4. Onslaught of (foreign) consultants</li> </ol>		
<b>3. What do you think the process involves?</b>		
<ol style="list-style-type: none"> <li>1. Information system</li> <li>2. Early warning signals</li> </ol> <p>Generate/simulate</p> <ol style="list-style-type: none"> <li>a) At appropriate time (events, perceptions, actions)</li> <li>b) Visualize possible scenarios; visualizing the future and developing appropriate action plans; test/simulate contingency plans and educate different levels in the organization</li> </ol>		

## **SCENARIO 1: What if your NPO is cash-strapped overnight?**

### **LIKELY IMPACTS**

1. Less money to implement programs
  - Lay-offs/salary or benefit cuts (demoralization)
  - Reduced number of programs and lower quality
2. Affect UPI image as key provider of productivity services
3. Morale of staff (shock effect)
4. Reduced competitiveness
5. Need for engineering/structural changes
6. Staff development first to go

### **ACTIONS**

#### **Short-term**

1. Focus on product mix that is income generating/yields higher returns with high impact
2. Look for alternate financial assistance/leveraging
3. Look for new business opportunities with quick turnover
4. New ways of delivering training, e.g., training of trainers
5. Improving cost-efficiency of operations
6. Delay due payments/expedite connections and improved cash flow management
7. Discard unnecessary assets
8. Lobby for restoration of 20% budget cut, new way of delivering trainers' training
9. Proper long-term planning
10. Building partnerships and collaboration

#### **Long-term**

1. Restructuring/reengineering
2. Retooling of staff
3. Penetrating new markets
4. Aggressive marketing of effective NPO products
5. Lobbying higher authorities, e.g, APO with prime minister/ministerial level
6. Expanding capacity of UPI by working with others or through strategic alliances (e.g., banks, ODA, NGOs, etc.)
7. Repositioning of UPI

### **KEY NPO ELEMENTS**

1. Leadership position in the productivity arena
2. Core values
3. Competent core staff
4. NPO networks/APO

### **KEY SUCCESS FACTORS**

1. Nimbleness/flexibility
2. Innovativeness
3. Team spirit & leadership
4. Collaboration with stakeholders
5. Customer focused
6. Risk-taking/entrepreneurial spirit

## **SCENARIO 2: What if the government should lose an election?**

PRESENT GOVERNMENT WINS	PRESENT GOVERNMENT LOSES
<b>LIKELY IMPACT</b>	
<ul style="list-style-type: none"> <li>- Utilize funds to strengthen NPO activities</li> <li>- Sufficient money and business will be provided</li> </ul>	<ul style="list-style-type: none"> <li>- Cut budget</li> <li>- Less priority given to promotional activities</li> </ul>
<b>ACTIONS TO BE TAKEN</b>	
<p><b>Short-term actions</b></p> <p>Upgrade abilities</p> <ul style="list-style-type: none"> <li>- Improve market and brand image</li> </ul> <p><b>Long-term actions</b></p> <ul style="list-style-type: none"> <li>- Development of surplus for rainy days</li> <li>- Improve organizational stability</li> <li>- Long-term productivity plan adopted</li> </ul>	<p><b>Short-term actions</b></p> <ul style="list-style-type: none"> <li>- Mission will be limited to resources</li> <li>- Cut all promotional expenditures</li> <li>- Review the vision for continued suitability</li> </ul> <p><b>Long-term actions</b></p> <ul style="list-style-type: none"> <li>- Improve market optimization</li> <li>- Business promotion</li> <li>- Learn client requirements</li> </ul>

### **KEY ELEMENT OF NPO TO RETAIN AT ANY COST**

(RETAIN BASIC PRODUCTIVITY AWARENESS CAMPAIGN AT MINIMUM)

- Select/promote high-value products with national priorities: SMEs, agro-based products
- Competency enhancement of NPO
- Knowledge management continued

### **KEY SUCCESS FACTORS NECESSARY FOR NPOS TO SUCCEED**

- Leadership
- Capabilities/human resources
- Market image
- Financial resources/logistics
- Networking

#### **1. Likely Impact**

- Cultural factors can magnify or diminish likely impact (individual vs. collective responsibility)
  - 1) Internal impact on organization (staff morale, trust, etc.)
  - 2) External impact: image/leadership prestige of organization (extent of business, etc.)
- Two-stage impact
  - (1) Fraud event
  - (2) NPO response to event
- Public/private nature of NPO
  - Political impact
  - Leadership change

Effect on risk-taking  
Behavior of NPO

## **2. Short-term Actions**

- CEO to provide full credible information on circumstances of fraud
- Outsource to private crisis management firm
- NPO committee to investigate facts
- CEO to announce reasonable, appropriate action on fraud case (prosecution)
- Restitution to victims
- Prevention of repeats
- Promotion of transparency
- CEO to announce continuation of regular NPO services

## **3. Long-term Actions**

- Promote/enforce adherence to code of conduct
- Take out insurance policy against fraud
- Improve financial transaction system to increase transparency and accountability (checks and balances)
- Do better to maintain the trust and confidence of clients

## **4. Key NPO Elements to Retain at All Costs**

- Integrity check to identify risks for possible fraud cases in the future (pecuniary embarrassment)
- Corporate philosophy

## **5. Success Factors**

- a. Goodwill, professionalism, institutional strength, and prestige to withstand rare cases of fraud involving NPO staff
- b. Forthright top management in responding to cases of fraud and resulting public concern

### Array of Best-case and Worst-case Scenarios Generated by Groups

	<b>BEST CASE</b>	<b>WORST CASE</b>
<b>GROUP I (nongovt.-funded NPOs)</b>	<p>1. Economic growth is better than government expects</p> <p>2. Government policy driving productivity improvement provides large sum of money to subsidize SMEs</p> <p>3. Staff is motivated and capable of response to more demand</p> <p>4. NPO has good networks to support additional work</p>	<p>1. New government has no need for organization to promote productivity, can be done through private enterprises</p> <p>2. Some consulting firms have good relations with funding agencies</p> <p>3. Low employee morale</p> <p>4. Higher competition from local and international consulting firms</p> <p>5. New technology that can replace “face-to-face” training/consulting</p>
<b>GROUP II (govt.-funded NPOS)</b>	<p>Allocation from Government Is Constant</p> <p>1. SWOT</p> <p>2. Select products</p> <p>3. Develop future products on basis of potential market</p> <p>4. Identify industries to target, i.e., high-potential and -growth industries related to future economic agenda of government</p>	<p>Zero Funding From Government</p> <p>1. Identify areas to focus on, build capacity</p> <p>2. Forge strategic alliances</p> <p>3. Match budget to activities on the basis of retaining a percentage of budget, i.e., zero for target year</p>
<b>GROUP III (govt.-assisted NPOs)</b>	<p>1. Government fully believes in productivity promotion and makes it an integral component of overall economic development</p> <p>2. NPO is a mainstream economic development agency</p> <p>3. Government makes productivity improvement a mandatory requirement and major economic goal</p> <p>4. Government recognizes and rewards NPO for the results achieved and gives funds accordingly</p> <p>5. No direct intervention in NPO’s work, allows flexibility in implementation</p> <p>6. Government makes NPO a leading/key economic institution in the country and expert agency dispensing advice to the government</p> <ul style="list-style-type: none"> <li>a. Think tank</li> <li>b. Professionalizing productivity management</li> </ul>	<p>1. Government withdraws funding, but “controls” NPO’s work</p> <p>2. Government establishes competing agencies</p> <ul style="list-style-type: none"> <li>a. Creates confusion among agencies and customer base</li> <li>b. No agency takes the lead in the productivity movement</li> </ul> <p>3. Losing good people affects professionalism due to lack of resources</p> <p>4. Inability to train/develop staff</p> <p>5. Does not “walk the talk”</p> <p>6. Vision not clear, fragmented political self-interest from representatives making up the higher council/board</p>

***Forum on the Development of National Productivity Organizations***  
(15–17 September 2003, Da Nang, Vietnam)

**Program and Schedule**

**14 September 2003 (Sunday)**

*Arrival of participants*

Hotel accommodation - Furama Resort Danang  
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**15 September 2003 (Monday)**

09:30–10:30	- Opening Ceremony - Program Briefing - Administration - Photo-taking - Coffee Break
10:30–12:00	Balance Scorecard Revisited (break up into discussion groups) Facilitator: Prof. Tan Wee Liang
12:00–13:30	Lunch Break
13:30–15:00	Roundtable Discussion on: “Problems, Issues, Challenges, and Progress of BSC Implementation” (Part I) Facilitator: Prof. Tan Wee Liang
15:00–15:30	Coffee Break
15:30–17:00	Roundtable Discussion on: “Problems, Issues, Challenges, and Progress of BSC Implementation” (Part II) Facilitator: Prof. Tan Wee Liang

**16 September 2003 (Tuesday)**

09:00–10:30	<u>BSC Presentations:</u> India, Philippines & Republic of China a. Progress b. Impact on Performance c. Contribution to Overall Strategy
10:30–11:00	Coffee Break
11:00–12:30	Introduction to Scenario Planning Instructions for Exercise Ex 1: Lack of Funding Facilitator: Prof. Tan Wee Liang
12:30–14:00	Lunch Break

14:00–15:30	Instructions for Exercise Ex 2: Economic Crisis and Its Impact on National Economy Facilitator: Prof. Tan Wee Liang
15:30–16:00	Coffee Break
16:00–17:30	Strategic Human Resource Management—Its Role and Importance by Prof. R.V. Zutshi Ex.: Case Discussion

**Homework**

Best- and Worst-case Scenarios for NPOs

**17 September 2003 (Wednesday)**

09:00–10:30	Presentation of Best- and Worst-case Scenarios
10:30–11:00	Coffee Break
11:00–12:30	Human Resources Competencies Needed for Scenarios Country Presentations: Strategic HR Planning
12:30–14:00	Lunch Break
14:00–15:30	Roundtable Discussion - Human Resources Needs for Long-term Scenarios - APO's Role
15:30–16:00	Coffee Break
16:00–17:00	Summing up Closing & Presentation of Certificates

**18 September 2003 (Thursday)**

***Departure of Participants***

**03-RP-GE-DON-06: Forum on Development of NPOs**  
*(15–17 September 2003, Da Nang, Vietnam)*

**List of Participants**

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