



# PRODUCTIVITY MEASURES AT SECTORAL AND ENTERPRISE LEVELS

*An Integrated Perspective*

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The APO has been addressing the issue of productivity measurement since 1979. Many types of projects were organized to study the measurement methodologies used by APO member countries and to facilitate the transfer of know-how among them. This has enabled them to increase their proficiency in measuring productivity performance. A considerable body of knowledge on this subject has been built up over the years. The approaches used have become more pragmatic and specific to track the impact of improvement efforts on productivity performance. However, efforts to measure productivity at both macro and micro levels still face many difficulties, including: concern about the availability and reliability of data; the problem of meeting the needs of different stakeholders; and proper interpretation of the data so that appropriate follow-up actions could be undertaken, either to stop a productivity decline or to enhance it further.

In December 2002, the APO organized a study meeting in Singapore to review the latest sectoral- and enterprise-level productivity measurement methodologies; to discuss the use of measurement data for developing productivity-enhancing strategies at both levels; and to address the design of robust and sound measurement systems. This publication provides a summary of the conclusions and recommendations of the study meeting and the text of five resource papers and seven selected country papers. It is useful for productivity measurement practitioners and those with responsibility for improving productivity performance.

At the end of the meeting, the participants listed the following requirements for sectoral-level productivity measurement: standardization of measurement; development of guidelines; and greater participation and cooperation of the stakeholders. For the micro-level, they suggested: expand the body of knowledge on productivity measurement; train more trainers in measurement methodologies; set up a benchmarking data exchange; implement national productivity awards; introduce productivity certification at enterprise level; and address issues arising from the new economy with an appropriate productivity measurement model. The requirements were followed by a host of recommendations to remedy the situation.

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