## A POO NEWS Information to Make a Difference in Productivity

## WSM held in Fiji

he 54th Workshop Meeting of Heads of NPOs (WSM) convened in Nadi, Fiji, 29–31 October. It was attended by 33 NPO and agriculture delegates and 10 advisers representing APO members who confirmed the final lineup of projects for 2014 and discussed the new program plan for the 2015/2016 biennium.

The meeting opened with welcome remarks by Dr. Ganesh Chand, Vice Chancellor, Fiji National University, who noted that, "Your presence on our shores confirms your conviction of the need for enhancing productivity in the Asia-Pacific region and for advancing the lives and living standards of the people, which is the mission of the organization." That was followed by the inaugural address by the guest of honor, Fijian Prime Minister Commodore Josaia Vorege Bainimarama. In his address, he emphasized that, "We owe a great deal to the lessons we have learned from our fellow APO member countries in making Fiji more productive and committed to quality." He reached out to the delegates, stressing that, "All nations, irrespective of size, location, or endowments, share the dream of creating wealth and improving the socioeconomic conditions of their people."



Prime Minister Bainimarama of Fiji delivering the inaugural address. Photo courtesy of National Training & Productivity Centre, Fiji National University.

During the WSM, NPO Delegate from Fiji Kamlesh Prakash was elected Chair and NPO Delegate from Sri Lanka Dr. Damitha de Zoysa as the Vice Chair. In his first statement to the WSM, new Secretary-General Mari Amano mentioned fresh areas under the productivity umbrella that he would like to see the organization engaged in, including "more productivity initiatives, social marketing, change management, and gender mainstreaming." He outlined his vision and focus based on the three key elements of "relevance, transparency, and productivity." Secretary-General Amano also pointed out that in expanding collaborative activities with other international organizations and such institutions as Cornell University, "The APO will have to adopt new and more flexible approaches."

A new feature at the 2013 WSM, as suggested by delegates, was four parallel breakout sessions on day 1, which were facilitated by Mohan Dhamotharan, an expert from Germany who had extensive experience in the areas of managing for developmental results and capacity development with several hundred programs implemented in Europe, the Asia-Pacific, and the Middle East. Dhamotharan stated that the breakout sessions were an important element of developing a collaborative strategy for productivity enhancement in APO member countries. The sessions focused on the APO's strategic directions of strengthening NPOs, developing SMEs and communities, catalyzing innovation-led productivity growth and networking, and promoting Green Productivity. The sessions explored challenges and potentials and identified effective programs that would contribute to the desired outcomes of the strategic directions. The recommendations of the four sessions were presented in a combined session on day 2.

On the last day, delegates made an observational visit to Ocean Soaps Limited, Navutu, Lautoka, before proceeding to adopt the reports of the strategic planning sessions. (2)



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## Summary of the Secretary-General's statement

peaking at his first Workshop Meeting of Heads of NPOs (WSM), APO Secretary-General Mari Amano began his statement by expressing gratitude to the Government of Fiji for hosting the meeting and to Prime Minister Commodore Josaia Voreqe Bainimarama for giving the inaugural address. He also mentioned his appreciation for the excellent arrangements made under the supervision of APO Director for Fiji Taito Waqa and Alternate Director and NPO Head Kamlesh Prakash.

While summarizing the objectives of the 2013 WSM, Secretary-General Amano pointed out a "significant change" in the program this year, consisting of facilitated breakout sessions in four groups for in-depth discussions on day one, with the results presented on day 2. The sessions replaced the previous presentations of country papers in response to feedback from member countries. He went on to update the WSM on projects carried out in 2013, including the soon to be launched Center of Excellence on Green Productivity (COE on GP) in the ROC and parallel international conference. Research in progress on Assessment of Green Productivity Implementation and Needs of Member Countries will indicate the areas on which the COE on GP should focus attention.

Continuing with GP-related projects, the Secretary-General explained that the newest edition of the *APO Productivity Databook* had been published three months previously, with added features including an online US dollar-based index for international comparisons. "To meet the needs of IT-savvy users, we are planning to develop smartphone apps to enable the APO's productivity statistics to become even more accessible to all who refer to them," he added.



Secretary-General Mari Amano. Photo courtesy of National Training & Productivity Centre, Fiji National University.

He thanked the Government of Singapore and others for their support for the 8th Eco-products International Fair (EPIF) held in March and said that preparations for the 2014 EPIF to be held in the ROC were underway. That event will target businesses, government agencies, and consumers, and Secretary-General Amano urged delegates to "seize this unique opportunity to encourage private-sector corporations and public-sector agencies to take part in the ninth EPIF." The Ecoproducts Database had been reviewed with expert help and would be expanded to cover countries beyond the Asia-Pacific, he stated.

The Secretary-General went on to describe four projects funded by special cash grants from the Government of Japan in 2013: the recent observational study mission on Photovoltaic and Solar Cell Technology (*see page 3*) in Tokyo and Kitakyushu which attracted widespread media attention; workshop on Labor-Management Relations scheduled for November; and two to be held early next year. He expressed gratitude to the

Government of Japan for providing those grants and encouraged other member countries to do the same "to fund projects that met specific national developmental needs and help promote the APO to the world."

When giving an overview of the program budget and project lineups for 2014, Secretary-General Amano noted that with the weakening of the yen against the US dollar, the APO exchange rate had been adjusted. That had reduced the Secretariat's administrative expenses by some 15%, allowing the savings to be channeled into more projects. Based on feedback from the liaison officers' meeting earlier this year and elsewhere, the Secretariat had proposed increasing the budgets for the Technical Expert Service and Development of NPOs Programs, as well as organizing two missions to nonmember countries in 2014. "If endorsed by this WSM, this type of mission will allow various stakeholders, especially representatives of SMEs in member countries, to learn best practices, new tools, and modern technologies from those advanced economies," the Secretary-General said.

In the next year, Secretary-General Amano pledged that the APO would build upon previous projects to generate research outputs and build the capacity of NPOs in the areas of productivity measurement, SME performance benchmarking, human-centered productivity, and entrepreneurship. The revised 2014 lineup to be submitted for the endorsement of the WSM featured 75 projects.

In his overview of the project lineups for the 2015/2016 biennium, the Secretary-General informed the WSM that, based on feedback from member countries, public-sector productivity would continue to be a focus area. In addition,



54th Workshop Meeting of Heads of NPOs.

new topics would be explored, such as productivity in higher education, which started this year; social marketing; change management; gender mainstreaming; youth employment; and more precise methods of measuring public-sector productivity. Elements of key productivity tools and methodologies, such as knowledge management, result-based management, and human capital strategy will be incorporated in those new topic areas. At the same time, reported the Secretary-General, the APO would continue playing its role as a think tank. In response to emerging issues affecting productivity in APO economies, such as demographics among others, research would be conducted to guide policymakers appropriately.

Two areas related to food and agriculture in the 2015/2016 project lineup were cited by Secretary-General Amano. The first was learning how to adapt to climate change and the second was good food safety management practices. "These will continue to feature prominently in our programs as they not only affect every stage of the food chain from farms to food retailers and restaurants but also play an important role in consumer confidence and public perception," he stated.

The Secretary-General took the opportunity to mention what he saw as three key elements: relevance; transparency; and productivity. To stay relevant to the needs of member countries, he cited the upcoming collaboration with Cornell University to pilot test a course in agribusiness management as well as a training course on sustainable energy in cooperation with the Government of Thailand, International Energy Agency, and Asian Development Bank. He cautioned that, "To continue such partnerships, however, the APO will have to adopt a more flexible approach in implementing these collaborative projects. I seek in advance the cooperation and understanding of member countries and NPOs when our partner organizations make special requests that are different from our normal project procedures."

In terms of transparency, Secretary-General Amano acknowledged that improving APO visibility remained a priority and explained a plan for a major IT initiative that would "fundamentally alter" how the NPOs and Secretariat administer projects; greater information sharing would also be made possible through reliance on IT. To improve the productivity level of the Secretariat, new staff were being recruited to fill vacancies, and the Secretary-General hoped that the selections would be finalized soon.

At the conclusion of his statement, Secretary-General Amano told the delegates that he saw the WSM as a "valuable opportunity" to understand the needs and expectations of member countries more thoroughly. He also reiterated his thanks to the Government of Fiji "for its wonderful hospitality." (2)

## Mission on photovoltaic and solar cell technology

nergy demand continues to increase worldwide with burgeoning populations, dynamic economic growth, and advances in technology. Finite reserves of fossil fuels and greater environmental awareness require innovative solutions to meet energy demand now and in the future. Photovoltaic and solar cell technology is one area where substantial progress is expected. Photovoltaic panels convert sunlight into direct-current electricity, making them particularly suitable for power generation in rural or isolated equatorial regions. Developed countries now have the majority of installed photovoltaic/solar cell capacity, meaning that the Asia-Pacific offers exponential growth opportunities for the industry.

Under a special cash grant from the Government of Japan, the APO arranged an observational study mission on Photovoltaic and Solar Cell Technology in Tokyo and Kitakyushu, 14–18 October. Nineteen high-ranking government officials, top managers from associations and private companies, and academics responsible for promoting the technology had a tightly packed schedule of presentations and visits to Kitakyushu Municipal Office, Kitakyushu Smart Community, Townsmen Solar Power Station, Choshu Industry Co., Ltd., and

Hibikinada Solar Power Station, as well as the annual Eco-Technology Exhibition and Renewable Energy Advanced Technology Exhibition 2013.

Experts from Japan and Singapore stressed that solar photovoltaic systems are sustainable and, after hydro and wind power, the third most important form of renewable energy in terms of globally installed capacity. More than 100 countries use solar photovoltaics, and many including Japan offer subsidies for organizations and individuals installing the systems. Associate Professor Mayumi Matsumoto of the University of Tokyo, one of the mission resource persons, noted that in 2010 Japan had the world's third-largest installed photovoltaic capacity and is seeing increasing "solar sharing" among municipalities and even corporations, a cost-effective model that could be adopted by other APO members.

Participant P.P.K. Wijetunge, Head (Outreach & Capacity Development), Sri Lanka Sustainable Energy Authority, commented that future projects on the topic should focus on energy-efficiency measures. After evaluating the site visits highly, Muhammad Ahsin Sidqi, General Manager, Tanjung Priok Electric Power Generating Unit, PT Indonesia Power, planned to "initiate a rooftop photovoltaic project as a model" after the mission and "produce a guidebook for green power plants featuring photovoltaics." Others had similar ideas for creating multiplier effects in their organizations.

This mission attracted media attention in Japan, with six news organizations contacting the Secretariat for details, including the national *Nihon Keizai Shimbun* and two broadcasters. Representatives of five attended parts of the program.



Participants observing photovoltaic system operations at Townsmen Solar Power. Photos courtesy of JPC.



Productivity methodologies, tools, and techniques

### Management of physical assets for higher capital productivity

odern, high-speed, large-scale, continuously running, highly automated, complex plant and machinery require advanced asset management systems. To maximize the productivity of these physical assets, we have to ensure very high asset utilization, along with operational reliability, safety, and security. The deterioration of those costly assets should be minimized by increasing their economic life through appropriate maintenance.

Physical assets deteriorate with age or hours of operation. In the wearout stage, random breakdowns increase and operation gradually becomes uneconomical. A decision must then be made to recondition the asset or procure a new one. The capital cost and degree of wear vary in inverse proportion. The best strategy is to determine the proportionate combination that minimizes their sum. This methodology was developed by the Machinery & Allied Products Institute of Ohio, USA, and can be used for almost all equipment.

The deterioration of equipment leading to failures and breakdowns is mainly due to "corrosion" and "wear and tear." Surveys showed that 3% to 4% of a country's GDP is lost due to corrosion and about 5% due to the wear and tear of physical assets. Corrosion is destruction of physical assets due to reaction with the environment or destruction of materials by means other than mechanical. Common examples are rusting of steel via uniform attack and galvanic, crevice, pitting, intergranular, erosion, and stress corrosion. Wear is damage to surfaces caused by loss of material or by plastic deformation due to interactions between surfaces in relative motion. Common examples of wear are bearing failure, gear failure, failure of pistons and crank shafts, etc. Multiple wear mechanisms can occur in an asset, like abrasion, adhesion, erosion, cavitation, and surface fatigue.

For maximizing returns on net assets and the productivity of physical assets, their availability must be maximized at minimum cost. At the same time, efficiency and effectiveness must be maximized at minimum life cycle cost. This can be achieved by increasing operational reliability and maintainability of the asset and by controlling maintenance and operation costs. Therefore, an optimum maintenance strategy for physical assets is needed to ensure value-added output, product quality, prompt delivery, employee safety and motivation, and minimal manufacturing costs. Different maintenance strategies are explained below.

#### **Breakdown maintenance**

Breakdown maintenance is a reactive approach. The asset is operated until it fails or breaks down. This approach is uneconomical as it leads to long asset downtimes, frequent failures, poor product quality, long waiting times, high capital expenditure on repair, and reduced safety and morale. The maintenance cost for assets becomes very high. The damage to assets is also heavy, and accidents causing injury and environmental problems may occur. Generally, the average direct cost of maintenance is about 4% of the fixed asset and 28% of manufacturing cost. Some 40–60% of direct maintenance cost is due to spare parts.

#### **Preventive maintenance**

Preventive maintenance (PM) is essential for slowing the deterioration of components and subassemblies of assets. It comprises routine activities like cleaning, lubrication, and periodic replacement of failure-prone components so that basic conditions can be maintained, wear and tear kept under control, and unplanned forced outages of assets avoided. PM activities should be planned according to the asset failure history and original equipment manufacturer's recommendations. Such activities should be based on production plans so that assets are available for PM without disrupting production. This strategy has some disadvantages. A tendency to overmaintain will incur high costs. Fixed-time component replacements may cause suboptimal utilization, with the probability of breakdowns remaining. If the mean time between failures is not assessed properly, planned outages for replacing components cause losses in capacity utilization. One study revealed that 40% of PM is unnecessary. This strategy needs proper documentation such as work orders, assessment and documentation of maintenance time standards, maintenance of asset registers, failure history cards, inspection checklists, and maintenance instructions.

#### Predictive or condition-based maintenance

Maintenance carried out based on actual operating conditions of assets instead of time is called predictive or condition-based maintenance (CBM). Corrective actions are carried out in a planned way to maximize availability and minimize cost. Combining CBM with online in-situ maintenance can achieve zero breakdowns and zero downtime. Figure 1 shows maintenance costs per horsepower for rotating machines using different strategies. The CBM strategy can reduce maintenance costs by 50%. CBM can be done offline or online, such as checking the tension in a V-belt drive system while the asset is shut down and vibration monitoring of a machine in operation, respectively. Parameters that can be measured and monitored in a running machine are noise, vibration, shock pulses, temperature, clearance, wear rate, contaminants, etc.



Figure 1. Comparison of maintenance strategy costs per horsepower (HP) for a rotating machine.

The investment for procuring CBM instruments is about 1-5% of the capital value of the asset being monitored, and the cost-to-benefit ratio is usually 1:5. For example, in a 132/33-kv switch yard of a captive power plant, the operational reliability of the equipment could be increased to 99.99% with zero downtime by thermography (monitoring hot spots on components like transformer bushings, isolator joints, circuit breakers, bus-bars, cable terminations and joints).

#### **Proactive maintenance**

In proactive maintenance, the life cycle cost of capital assets is minimized. Equipment design and selection are based on reliability and maintainability requirements. Tools such as failure mode and effect analysis, fault trees, and fishbone diagrams are used to determine the root cause of failures and take corrective action. Maintenance prevention features can be built in the asset. Figure 2 shows current versus benchmark maintenance practices and gaps in asset care strategies.



#### Conclusion

In managing physical assets productively, the optimum maintenance strategy should be selected depending on asset criticality. Criticality can be determined based on the downtime cost, direct cost of maintenance, and costs due to quality problems and safety risks. Another criterion is the type of failure, for example, random or wearout. For critical assets, a breakdown maintenance strategy cannot be adopted, whereas for non-critical assets even breakdown maintenance can be more economical than other strategies. If failures are random and observable, CBM is the best strategy, but if they are random and not observable, proactive maintenance is better. Similarly, if wearout failures are observable, CBM is the best strategy; when not observable, time-based PM is the best choice. (Q)



Dr. S.K. Chakravorty holds a postgraduate degree in Plant Engineering, PhD in Production Engineering, and Master's in Chemical Engineering. He is trained in advanced industrial maintenance systems & techniques and advanced risk assessment and hazard analysis. Dr.

Chakravorty is a lead auditor in OHSAS 18001 and has worked on management of physical asset projects in areas such as industrial tribology and lubrication management, vibration analysis, industrial thermography, wear debris analysis, total productive maintenance, and lean manufacturing. A contributor of numerous papers to international journals, Dr. Chakravorty is presently Deputy Director General of the National Productivity Council, India.

## **Productivity gain sharing**

workshop on Productivity Gain Sharing and Fair Distribution of Productivity Performance in the Business Sector was held in Jakarta, 26–30 August, attended by 22 participants from 14 countries. It was organized by the APO in conjunction with the Productivity Improvement Center and Directorate of Productivity and Entrepreneurship, both under the Directorate General of Training and Productivity Development, Indonesian Ministry of Manpower and Transmigration. Managing Director and Principal Consultant George Wong of Hoclink Systems & Services Pte. Ltd., and Prof. Dong-One Kim, Dean of Korea University Graduate School of Labor Studies, served as international resource persons, while Dr. Payaman J. Simandjuntak of Indonesia's National Wage Council and Chairman Helmy Salim of the Confederation of All Indonesia Trade Unions gave the host country's perspective on productivity gain sharing. The workshop was a follow-up to a 2009 APO study meeting on the topic.

Employees play a major role in productivity improvement, and schemes to reward and motivate them are recognized as good management practice. When wealth resulting from higher productivity is shared between the organization and its workers, it has been shown to strengthen teamwork and make performance more sustainable. Successful gain-sharing plans are transparent, with clear linkages between performance and rewards, and have the commitment of unions and management. Common obstacles to the adoption of gain-sharing schemes in their countries identified by participants included: unstructured employee involvement schemes; lack of management support; and unfamiliarity with value-added computations and productivity measurement. However, discussion revealed that most could be overcome by publicizing the mutual benefits of such schemes among employers' and workers' groups. To achieve this, the APO was requested to consider publishing a handbook on gain sharing and organizing more projects on the topic.

During a visit to Kimia Farma, an Indonesia-based producer of ethical drugs, the participants heard descriptions of its compensation system based on six principles, including payment for individual as well as company performance, and the profit-sharing and bonus mechanisms in place. During another site visit to PT Astra Honda Motor, the participants learned how to balance financial and nonfinancial rewards to sustain business growth. Under its Reward Management System, profit sharing and innovation were identified as keys to raising productivity and quality. That system especially impressed participant Wen-Liang Pai of the ROC, who stated, "The philosophy of the Reward Management System is very important, leading to efficiency, internal fairness, compliance, and external competitiveness."

## **GAP** certification for improved market access

roducers face serious challenges in growing safe, quality agrifood products in a responsible way. Consumers, retailers, and legislation are putting new pressures on farmers and growers. They are increasingly required to use production practices that reduce the impact of farming on the production base (land and water), reduce the use of chemical inputs, make efficient use of natural resources, and safeguard worker welfare, collectively referred to as good agricultural practices (GAP).

The implementation of GAP is not easy, especially for small farmers who constitute the vast majority of the agriculture community in the Asia-Pacific, because of the diversity of national GAP schemes, codes, guidelines, and definitions of agricultural produce. The high cost of multiple audits adds to the problem. To be internationally recognized, diverse national GAP codes and practices must be harmonized and certified against the GLOBALGAP standard.

GLOBALGAP is an internationally recognized set of GAP. Through certification, producers demonstrate their adherence to the GLOBALGAP standard. Consumers and retailers are reassured that food is safe, of high quality, and produced sustainably, with care for the environment, workers, and farm animals. GLOBALGAP certification can enhance market access and reduce costs involved in multiple audits. The demand for GLOBALGAP implementation and certification in Asia and the Pacific is on the rise.

To impart training to numerous stakeholders in member countries in a costeffective manner in a short time on requirements for GLOBALGAP certification and share best practices of GAP adoption and promotion, the APO held a videoconference-based distance-learning course on the GLOBALGAP Standard for Greater Market Access in two sessions: 18–20 June (Cambodia, Fiji, Indonesia, Philippines, and Vietnam); and 10–12 September (Bangladesh, India, IR Iran, Nepal, and Pakistan). The course focused on GAP/ GLOBALGAP for fresh fruit and vegetables. NPOs implemented the course in each country for 238 participants.

Five experts from the GLOBALGAP Secretariat, Japan, Malaysia, and USA lectured on aspects of GAP adoption and certification, and how harmonization of national and regional GAP schemes with the GLOBALGAP standard could support Asian agricultural producers in the development of safe, sustainable agriculture and increase access of their agrifood products to the EU, Japan, USA, and elsewhere. Participants in each session shared the current status of national GAP schemes, issues and challenges in enhancing those schemes, and suggestions for further promotion of GAP adoption and certification in the region. (2)

## Media practitioners in Tokyo for productivity in agriculture mission

nnovations and productivity improvement are crucial in enabling countries in Asia to meet national food requirements amid challenges posed by declining arable land, climate change, competing nonfood uses for agricultural commodities, and increasing food demand by growing populations. In most developing countries in Asia, the agricultural landscape is dominated by small farms where productivity is low and farmers have meager income to improve their well-being.

While there have been substantial technological development and innovations in agriculture, much of these have not reached small farmers due to constraints in the flow of knowledge and information, among other factors. The mass media could be the missing link in efforts of governments to transfer knowledge and information more effectively to the multitude of small farmers scattered in rural areas. In some countries, the mass media have been involved in this endeavor through government sponsorships and private undertakings.

Responding to this challenge, 16 media representatives from across the Asia-Pacific participated in the multicountry observational study mission on Best Practices in Promoting Innovation and Productivity in Agriculture for Mass Media Practitioners, 9–14 September, to become familiar with modern technologies, innovations, and best practices in Japan to improve productivity in agriculture. Experts from the Ministry of Agriculture, Forestry and Fisheries; Tokyo University of Agriculture and Technology; Kyoto University; Japan Agricultural and Journalists' Association; and Kobe Beef Marketing & Distribution Promotion Association introduced various models of advanced farming technologies and innovative methods to raise farm productivity and the quality of agricultural products. Numerous site visits enabled participants to observe the interplay between agricultural technology and innovations.

This project encouraged

partnerships among media



A representative of Tsukuba Virtual Museum of Agricultural Technology explaining traditional farming tools.

practitioners and the APO, NPOs, and other relevant national organizations in the promotion of innovative ideas and techniques for improving productivity, particularly in agriculture. Participant from Bangladesh Mohammed Moinuddin commented, "The plant factory model can be one of the best solutions for the uninterrupted commercial production of leafy vegetables in urban areas in future. Integrating a technologically savvy young population with experienced aging farmers can boost sustainable agricultural production in Bangladesh. These are issues to share with our policymakers and influence their relevant policies so we can mitigate the crisis in this area."

Other sites that hosted visits by mission members included the pioneering plant factory on the Kashiwa-no-ha campus of Chiba University; bustling Tokyo Metropolitan Central Wholesale Ota Market; and Fuefukigawa Fruit Park, a sprawling facility combining agrotourism opportunities with working fruit orchards.

#### APO/NPO update

#### IR Iran

#### **New Alternate Director**

Name: Mohammad Hadi Daryaei Designation: International and Scientific Cooperation Director, National Iranian Productivity Organization Effective date: 10 September 2013

## New officer at the Secretariat

On 1 July, Mitsuo Nakamura joined the Secretariat as a Program Officer in the Agriculture Department. The Tokyo native holds a Bachelor's degree in Agricultural Economics from the University of Tokyo and a Master's in the same field from Wye College, University of London. During a nearly 20-year



career in the Japanese Ministry of Agriculture, Forestry and Fisheries (MAFF), he was responsible for developing strategies on the dairy industry for World Trade Organization agreements; was seconded to the regional UN FAO office in Bangkok for a project on strengthening food safety inspection systems in Southeast Asia; and, most recently, served as Chief Negotiator for Trade Policy (European and South and Central American countries) in the International Economic Affairs Division, International Affairs Department, MAFF. He has published technical reports on the dairy industry as well as agroforestry. The father of three "naughty" children enjoys music and movies while relaxing. "At the APO Secretariat, I look forward to working with APO and NPO staff and participants with a wide variety of backgrounds," he told the *APO News*.



Coordination meeting for the Research on Performance Management for Publicsector Organizations, Manila, Philippines, 3 September.

### Photo news



Secretary-General Mari Amano (R) welcomes Ambassador Mohau Pheko (L), Embassy of South Africa in Japan, who visited the APO Secretariat with First Secretary Msibi on 11 October.



Participants and experts attending the training course on Management Consultancy for Green Productivity, APO Secretariat, 2 September.



EPIF Preparatory Committee Chairperson and Senior Advisor for Technology of Teijin Ltd. Kazuyuki Sakai at the EPIF 2014 press conference, Taipei, ROC, 31 October.

## JPC sends young executives to Vietnam and India for internships

he Japan Productivity Center (JPC) launched the Global Leadership Practice Program in Asia (GLPPA) in collaboration with the Vietnam Productivity Centre (VPC) and National Productivity Council, India, the past summer. Four young Japanese completed predeparture training and started business internships in the host organizations.

Research conducted by the JPC showed that education for global leaders attracts great interest from Japanese industries. Most believe that it should come before employees leave their 30s and that the conventional pattern of "train overseas and send the trained abroad" should be abandoned. Japanese industries are aware that significant growth cannot be expected within the domestic market, and successful competition in the global market is therefore vital. However, most Japanese industries are not yet equipped with sufficient human capital to handle rapidly expanding global business. The GLPPA was therefore designed by the JPC to educate young Japanese executives to cope with the globalizing economy.

Early in August, a newspaper journalist and wind-power generation engineer arrived in Ho Chi Minh City to start their internships. They received a three-day start-up orientation supervised by Ho Chi Minh City Office Manager Nguyen Thi Van of the VPC on Vietnamese history, culture, economics, politics, and society; basic language lessons; tour of the city and local market; courtesy calls on government officers; and a networking meeting with social entrepreneurs. Dr. Bui Van Quyen, General Director, Southern Representative Office of the Ministry of Science and Technology, who studied nuclear technology in Japan for two years in the early 1990s, asked the interns to, "Give me your mobile phone numbers as soon as you get them," and urged them to contact him with any problems. He also requested an



L-R: Dr. Bui Van Quyen, General Director, Southern Representative Office of the Ministry of Science and Technology; Ms. Nguyen Thi Van, Ho Chi Minh City Office Manger Nguyen of the VPC; and two interns.

invitation to their presentations on the internship results.

At the end of orientation, the journalist commented, "I expected differences, but found more similarities between Vietnam and Japan, for example, visiting temples and deepening friendships at karaoke." "The mixture of high-tech and traditional in buildings was a surprise to me. I appreciate Vietnam's diversity and youth, and want to gain as much as possible from the internship," enthused the engineer. The former will be engaged in media and productivity promotion activities in VPC headquarters in Hanoi, and the latter will perform technical work at a wire and cable manufacturer. The JPC anticipates future expansion of bilateral collaboration with many other APO members through the GLPPA. (2)



# Graduation from the Training Programme on Productivity Consultancy

n 2012, SPRING Singapore partnered with the Japan Productivity Center (JPC) to develop the Training Programme on Productivity Consultancy (with Emphasis on Retail and Food Services), customized for the Singapore context. The JPC conducted the first session of the program from November 2012 to August 2013, and 18 consultants successfully completed it.

The graduation ceremony for the program was held on 30 August and officiated by Senior Minister of State for Trade & Industry and National Development Lee Yi Shyan. Some 70 guests, including representatives from the JPC, Embassy of Japan, local partners of SPRING Singapore, companies participating in the training program, and the media, were present at the event. The representatives from the JPC attended as part of the APO's Bilateral Cooperation Between NPOs Program.

During the ceremony, Senior Minister Lee emphasized the importance of consultants in accelerating the productivity journey of companies, as demonstrated in countries like Japan, the ROK, and ROC. Graduate George Wong Hock shared the best practices in productivity for retail and food service companies as experienced during the training program. CEO Tey Soon Heng of the participating company Spring Maternity described how the enterprise had benefited from the work of consultants. Subsequent sessions of the training program will be administered by the recently established Singapore Productivity Centre. It will train another 50 consultants in the next three years to meet the needs of retail and food service companies in Singapore. (2)



Guest of honor Minister Lee (center, seated); SPRING Chief Executive Tan Kai Hoe (3rd L, seated); JPC President Masayoshi Matsukawa (5th L, seated); and graduates.

#### About the consultancy training program

The nine-month course comprised both classroom sessions and consulting practice in selected local retail and food service companies. It included a week-long study mission to Tokyo, where trainees observed the best practices of retail and food services in Japan to complement their learning in Singapore. The curriculum included modules on productivity gap analysis, change management, productivity implementation and control, and sector-specific management techniques in retail and food service.