



APO NEWS

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p. 5, Workshop, ROC



p. 5, Conference, Singapore



p. 6, Forum, Philippines

Driving business excellence in the APO through a center of excellence

Early this year, the APO launched a pilot Center of Excellence (COE) project, designating SPRING Singapore as the first COE in the area of business excellence (BE). The COE initiative was conceived in 2008 at the annual APO Governing Body Meeting and Workshop Meeting of Heads of NPOs. The APO COE concept and approach were then discussed at a consultative meeting held at the Secretariat, 12–13 February 2009. Based on that discussion and suggestions made, SPRING Singapore was designated as the pilot COE and an action plan for undertaking the pilot COE project in 2009 and 2010 was jointly established with SPRING Singapore. The plan focuses on regional BE promotion, strengthening BE capabilities of APO member countries, and sustaining SPRING Singapore’s leadership in BE.

As part of its commitment to this new initiative, the APO deputed three international experts to the recent Business Excellence Global Conference held in Singapore, 3–4 November. The conference was jointly organized by the Singapore Quality Award (SQA) Governing Council and SPRING Singapore to celebrate 15 years of BE in Singapore. The APO, in parallel with the conference, also conducted a workshop for Senior Business Excellence Assessors, 3–6 November, to enhance the competencies of senior assessors by giving them an opportunity to absorb BE best practices from Singapore and other countries.

“SPRING Singapore has established itself as a leader in BE in Asia and the Pacific,” stated APO Secretary-General Shigeo Takenaka in his remarks at the opening ceremony of the conference. After noting the current positive and negative trends in adoption of the BE framework worldwide, Secretary-General Takenaka added, “Taking into consideration all of the above and in an attempt to revitalize the BE framework in the entire region, in 2009 the APO started a project on COE and designated Singapore as the first COE in the area of BE.”



Secretary-General Takenaka speaking on the COE initiative

The 500 audience members at the conference heard presentations giving global perspectives on BE best practices. Starting with the keynote speech by renowned business improvement expert Dr. H. James Harrington, distinguished leaders from premier BE initiatives and award winners from around the globe shared their insights on how organizations can grow in challenging environments.



Panel discussion on business excellence

In addition to the conference, the SQA Governing Council and SPRING Singapore held a Business Excellence Gala Dinner where the winners of the SQA and three niche awards for people, innovation, and service excellence received their prizes. Singapore Deputy Prime Minister Teo Chee Hean presented the awards to the winners and remarked, “I am pleased to note that SPRING Singapore has been

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p-Leader—Republic of Korea

The human-centered productivity campaign

Dr. Dong Kyu Choi
APO Director for the Republic of Korea and Chairman & CEO
Korea Productivity Center

The unmanned interplanetary space probe Voyager 2 is continuing its journey in outer space but has failed to find Earth-like, habitable planets in our solar system over the last 32 years. It is becoming clear that Earth is the only option for future generations to call home. Our planet, however, has suffered from diminishing natural resources that are important input factors for the output of value and products. This has become a pressing issue to be addressed not only for the present but also for the future. Against this backdrop, in the mid-18th century, the concept of productivity started to evolve to maximize the value of such input factors as materials and labor.

“Productivity is a precious concept that holds out the promise of a better life for all mankind.”

For the sake of a better today and a better tomorrow for all mankind, the concept of productivity was born so that the ultimate dreams of mankind could be realized: job creation and greater employment for sustainable growth based on collective wisdom resulting in a better quality of life. Unfortunately, however, many people seem to misunderstand or hold a biased view of the productivity concept. They believe that productivity is a mere efficiency indicator on production sites, or is the logic employed by managers who wish to drive their labor force to ever greater exertions. In addition, some say that productivity is a cliché as new terms and concepts are coined en masse in the fields of management and economics.

Productivity is a precious concept that holds out the promise of a better life for all mankind. It is necessary to promote the development of diversified, multifaceted concepts in the framework of productivity and to encourage active interaction between these new ideas. Yet, we need to remain aware of the danger of propagating prejudices and misunderstandings about the concept of productivity. This will jeopardize the creation of



a productivity-friendly culture. We should make efforts to remove such misunderstandings and prejudices surrounding productivity and impart the real meaning of productivity so that the level of productivity can be enhanced on a large scale.

Now is the time to live the dream of human-centered productivity, which is the origin of the productivity concept. Human-centered productivity is based on respect for humanity. Conceptually, this gives rise to trust between labor and management, which in turn becomes the basis of the entire process of producing outcomes, encompassing input and output, and bringing consumption and utilization into harmony. It aims for sustainable growth by establishing a virtuous cycle in which increased outcome is fairly distributed.

It follows that machinery, automation, robotic systems, and IT must be used to lessen the drudgery associated with human labor, and productivity enhancement be carried out to motivate human beings toward continuous technological innovations. Human beings should be the center of all innovation activities, for innovation can only be sustainable on the basis of respect for human beings.

With the APO at the center, let member countries declare in unison their commitment to overcoming misunderstandings and prejudices about productivity and finding consensus in the enhancement of human-centered productivity, so that not only entire industries but also entire nations can ap-

preciate and enjoy a productivity-friendly culture. Moreover, with the APO at the helm of Asia’s sustainable growth, let each member country seek to transform its fundamental drivers for productivity and for economic growth.

“Human-centered productivity is based on respect for humanity... It aims for sustainable growth by establishing a virtuous cycle in which increased outcome is fairly distributed.”

The bottom line in switching processes toward productivity-led economic growth is to focus on respect for human beings, the fundamental concept pursued by the world of productivity. To that end, the Korea Productivity Center established the New Productivity Campaign Headquarters in 2009 to practice the vision of human-centered productivity enhancement. “New Productivity Enhancement” is based on the concept of enhancing the human-centered productivity concept. It is a new productivity paradigm that not only considers the social integration concept with a productivity mindset at the center but also seeks sustainable management (growth) for the future. New Productivity Enhancement sets forth its visions of human-centered innovation, innovation-enabled productivity enhancement, a virtuous cycle of performance distribution, and enhancement of Green Productivity.

The human-centered productivity concept shares the same roots with humanitarianism originating in the Orient, especially East Asia. Moving a step further, what if the Green Productivity concept developed by the APO could be expanded into the East Asian philosophy that seeks harmony between mankind and nature and be included in the paradigm of the human-centered productivity concept?



Dr. Choi delivering a lecture on human-centered productivity to Korean university students, March 2009

This concept is very close to the cultures and traditions of APO member countries. It is an important Asian value that we should preserve and nurture to maturity. Therefore, I would like to propose that APO member countries develop the concept of productivity into a human-centered productivity campaign. The human-centered productivity campaign is a goal to be pursued by all member countries with the APO at the center. To reach the goal, all members must unfold a productivity campaign not just in industrial sectors but nationwide and strive to share experiences and knowledge for mutual productivity enhancement by establishing a network system among member countries. Such endeavors will enable APO member countries to live together while at the same time achieving mutual development and prosperity. The APO will play the leading role in helping Asian countries flourish and realize the dreams of mankind, which include global poverty reduction, better quality of life, and environmental protection. This is also what productivity is fundamentally aiming for. 



Comment board



Executive Managing Director Dr. Sung-Seob Yun, R&D Department, Pharma Foods International Co., Ltd., Japan.

Expert, Technical Expert Service for Biotechnology Industrialization International Trend Development Seminar, Republic of China, 21–22 October 2009.

“It was my pleasure to be invited to the seminar on behalf of biotechnology companies in Japan. I presented some suggestions for bioventure companies in view of research fields, sales activities in related markets, and cutting-edge research trends. Without this opportunity, I would never have had a chance to know how hard the APO is working for productivity improvement and what difficulties it is facing. I think that it is the same for the national productivity organizations of all Asian countries. The experience I had in Taichu as well as the questions raised during the seminar expanded my research perspective and interest. Every single part was valuable for me. I think that it is very important for all of us to share the positive side of activities to improve productivity by holding this kind of event. The productivity issue is significant, particularly for Asian countries. I believe that this could serve as the driving factor to emerge from poverty. I would like to pay more attention to the topic of productivity enhancement in routine work. I thank everyone who provided me with this opportunity to attend the seminar where I gained worthwhile experience.”

Productivity Executive Shalini Mathaven, National Productivity and Competitiveness Council (NPCC), Mauritius.

Participant, training course on Development of Productivity Practitioners: Basic Course, South Africa, 7 September–2 October 2009.

“The course was extremely interesting and helpful, especially for those working in the productivity sector. The productivity tools that were taught could be used and applied quite easily. There is no requirement for high levels of investment to apply them in actual worksites. In addition, they can be implemented at all levels including private, industry, and national organizations.

This was proven during the in-plant diagnosis program when participants conducted productivity analysis and consulting for an actual company. The training course equipped us with all the necessary tools to conduct the diagnosis effectively. During the practice, we learned how to perform real consultancy work including onsite surveys, interviews with management and staff, and presentation of our findings to the management. We also needed to learn how to work in groups since we had to spend some time in dealing with group dynamics instead of focusing on working on the program itself. I am currently working to apply tools such as 5S and quality circles in the NPCC. I will also undertake study and research to find the best way to implement other tools that I learned about during the course.”

Project Manager Simon Moritz Henschel, Sunlabob Renewable Energy Ltd, Lao PDR.

Participant, seminar on Technology Innovation for Renewable Energy, Republic of China, 14–18 September 2009.

“I attended the seminar to acquire knowledge on the latest technological innovations and renewable energy developments that are taking place in other Asian countries and to share my experience of working in the renewable energy sector in my country. The seminar brought together professionals from countries with very different economic situations. All of these professionals were experts in the renewable energy sector, which led to captivating discussions. Of particular interest to me were presentations on sustainable/renewable energy off-grid solutions, energy efficiency measurements, and new technologies. Upon my return to Lao PDR, I disseminated the knowledge obtained at the seminar to various departments within my company. Future plans include sharing the expertise and lessons learned from other Asian countries with policymakers responsible for renewable energy, which is still in its infancy. I would like to thank the APO and China Productivity Center for their support and excellent program planning and management, particularly finding the ideal balance between theoretical and practical input, including field visits and group work.”



Productivity methodologies, tools, and techniques

Workplace cooperation and labor management councils—Dr. Jose C. Gatchalian

The term “workplace cooperation (WPC)” is now understood as a broad concept connoting mutual commitment between labor and management to “working together and working smarter.” Specifically, its goal is to develop an ideal situation where management and workers are full partners in identifying problems at the workplace, crafting solutions to those problems, and implementing the agreed-upon solutions.

The WPC concept encompasses an underlying philosophy and process, procedures, and organizational structure. The idea is that greater cooperation between labor and management on matters of mutual concern can create a more satisfying, productive workplace. The process involves employee participation in day-to-day decision-making that affects their jobs. The structures and procedures enable the partners to redesign work to encourage group problem solving, open information sharing, teamwork, and skill development.

Labor-management councils

As an operational mechanism for WPC, a Labor-Management Council (LMC) can be set up voluntarily by representatives of workers and management who meet to identify and resolve issues of common interest. These issues are normally separate from, and outside of, the scope of a contract or collective bargaining agreement if there is a union. Before setting up a WPC program, it is important to understand that it requires both:

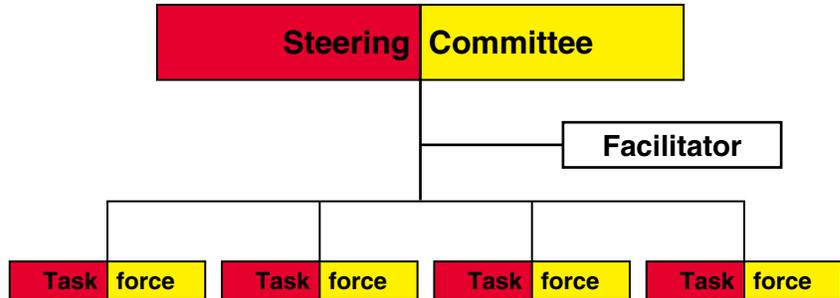
- Structure, a body composed of management and labor representatives for jointly identifying, resolving, and implementing decisions on problems and issues of mutual concern to both partners (Figure 1); and
- A process of dialogue and exchange of information, leading to joint action and teamwork to address and resolve issues and problems that affect work and work relations.

Communication and participation: underlying principles of WPC

Two underlying principles generally characterize WPC: communication and participation. Industrial relations are about the interactions between workers and employers, and between their respective organizations, as influenced by government and other work-related issues. Communication lies at the very heart of employer-employee relations and therefore plays a crucial role in relationships at work. The quantity and quality of communication between management and workers at the enterprise level are significant factors in establishing and maintaining harmonious industrial relations. Information that can be shared may include daily issues that affect the company. Communication channels should ideally provide management with feedback regarding programs or policies and their implementation.

Participation, on the other hand, is a crucial component of workplace empowerment. Empowerment involves decentralizing power within the

Figure 1. Organizational structure of a labor-management council (as a WPC mechanism).



Structure: Steering Committee and task forces have members representing management and workers

Functions:

Steering Committee: problem seeking
Task forces or teams: problems solving



organization to individual decision makers down to the bottom rung of the workforce. It adds dynamism to the employer-employee relationship by giving workers not only a voice in decision-making on matters that affect their interest and welfare but also an opportunity to contribute creative, innovative ideas to achieve enhanced product or service quality and productivity.

At the Development Academy of the Philippines, a training course for developing productivity practitioners includes a module on the concepts, principles, and application of WPC as a basic productivity and quality improvement approach to build and sustain a strategic partnership between employees and management. Documented best practices attest to the effectiveness of the approach in institutionalizing harmonious labor-management relations, thus facilitating productivity and quality improvement. It is increasingly realized that WPC is a vital component of strategy. Adopting it and establishing an LMC is no longer a question of “if” or “when” but of “how.”



Contributed by Dr. Jose C. Gatchalian, International LMC Consultant, resource speaker for the APO training course on the Development of Productivity Practitioners.



To provide easy reference to productivity-related terms including methodologies, tools, and techniques, the APO developed the p-Glossary, available on its Web site (www.apo-tokyo.org).

Strategies for sustainable growth and competitiveness of SMEs

"SMEs continuously support economic development and stabilize society," stated Director Guann-Jyh Lee, Small and Medium Enterprise Administration, Ministry of Economic Affairs, Republic of China (ROC), the host country of the APO workshop on the SME Management Model: Strategies for Sustainable Growth and Competitiveness, 2–6 November 2009. In his presentation, Dr. Lee, a workshop resource speaker, emphasized the importance of governmental support for SME development in the context of national economic development. Dr. Lee's assertion was echoed by Managing Director and Principal Consultant George Wong, Hoclink Systems and Service Pte. Ltd., Singapore, who focused on the role of SMEs in the economic development of Singapore. However, they stressed that SMEs should also help themselves. "SMEs must upgrade their operations and broaden their customer base and market reach," noted Wong.

During the workshop, SME owners, entrepreneurs, government officials, and NPO consultants involved in SME development examined global and regional best practices of SME management. Senior Advisor for Ford Japan Limited Katsuhiko Satoh, a Japanese expert, introduced the unique management policies of Sony, including its "no degree required" hiring policy. Sony started out in 1946 as an SME and in its early years one policy was to remain small and flexible, advance technologically, and grow in areas too small for large enterprises to enter. Satoh encouraged SMEs to use their small size to their advantage.

Participants also learned of the efforts that Ingress Corporate Berhad, a Malaysian automobile component manufacturer, had made to achieve quality improvement, continuous improvement, human resources development, and adoption of best practices for excellence. In his presentation, Senior General Manager Jamaludin Bin Maarof explained that, "Attaining excellence is a journey. We should focus more on people, value, and communication."



At a local SME bakery, White-Wood-House Foods, Co., Ltd.

Each session promoted the exchange of ideas on how to identify and formulate effective sustainable development strategies for SMEs. Those interactions among resource speakers and participants resulted in a list of recommendations in the four most important areas for SMEs: human resources management; marketing; finance; and operations (R&D and production). They identified critical success factors within each area and established strategies for developing those factors. "Here we can see the key issues in each topic clearly listed and how to put in place a strategy to overcome these issues. It is very useful for me, because these are based on the real-life situations experienced by the participants," commented President Ong Tee Gee, Zamria Sdn. Bhd., a Malaysian manufacturer of metal components. 🌀

Driving business excellence in the APO (Continued from page 1)



Deputy Prime Minister Hean extolling the APO COE

designated by the APO, an intergovernmental body, as its COE in BE."

The APO workshop served to bring together senior assessors, award administrators, and consultants of award systems to discuss the core competencies of assessors and how such skills could be acquired. The workshop concluded that two sets of skills, technical ones relating to the

assessment of organizations under the BE framework, and soft ones relating more to people, are needed for all assessors, including senior assessors. Most core competencies that participants suggested were soft skill-related, such as organization, team building and communication, inspirational leadership and facilitation, and empowerment and delegation.

Since the launch of the COE project, the APO has conducted various activities under the established action plan. To help SPRING Singapore sustain its leadership in BE, the APO deputed two experts in July. One expert was from the US Malcolm Baldrige National Quality Award, and the other from Europe's Quality Management Excellence Award. They participated in the 2009 SQA assessments to ensure that the rigor of the BE assessment process was aligned with international standards and conducted workshops on best practices for assessors.

To develop member countries' BE capacity, the APO deputed Business and Service Excellence Director Darshan Singh, SPRING Singapore, to Bangladesh and the Philippines, 2–7 August 2009. "The objective of my trip was to understand the needs of these two countries for assistance and to help develop specific action plans that would address those needs over the next one to two years," said Singh. The objective was met with the development of action plans for each country. From the Singapore side, the development of a database of suitable BE experts from both in and outside the Asian region is underway and it is planned that it will be ready for use in 2010. "This database will be used to help identify suitable experts who can assist APO member countries with their BE or quality award initiatives," Singh explained. The APO hopes that, by the end of 2010, more countries will be benefiting from COE projects and tangible results will be seen. 🌀

Sweden's competitiveness in quality and innovation

According to the World Competitiveness Scoreboard 2009 of the International Institute for Management Development (IMD), Sweden ranked sixth overall among 57 economies, up three places from last year. The IMD's assessment showed that Sweden is globally competitive in terms of management practices, labor market, and business efficiency. The APO therefore organized a study mission to Sweden, 5–9 October 2009, to provide firsthand exposure to the best Swedish practices in quality and innovation. The mission was conducted in collaboration with the Swedish Institute for Quality (SIQ), the national body responsible for promoting quality development in all sectors of society.

"Sweden's competitiveness is strengthened by focusing on quality," stated SIQ Officer Michael Wester when briefing mission participants on Sweden, its economy and industry, and SIQ activities. Over the course of five days of site visits and company presentations, the participants learned of the efforts that Swedish companies had made to nurture a culture of innovation and environmental management, make quality and innovation management a growth priority, and add value to customers, products, and services.

The visit to RUAG, an independent international space equipment supplier, was a good example of a best-practices quality management system. It relies on a customer-oriented process in accordance with ISO9001-2000 requirements. System processes are divided into three main categories: the core processes creating direct value for customers; management processes, which monitor the core processes; and support processes, which aid the core processes by creating indirect value for customers. The three main categories and all 58 subprocesses are monitored on a process map outlining where improvements could be made.

Volvo Aero Corporation (VAC), the 1996 Swedish Quality Award (SQA) winner, is an aircraft engine manufacturer noted for its dedicated, down-to-earth, environmentally aware management. VAC CEO Staffan Zackrisson explained



RUAG Quality Manager Claes Berlin (L) explaining the company's quality management system

management by objectives, a key element that had been integrated throughout the VAC to guide operations. Participants also visited Volvo Construction Equipment (VCE), the third most successful in the construction equipment market after Caterpillar and Komatsu. "The company has succeeded in implementing a methodical improvement process that pervades every aspect of operations. VCE is an excellent example of quality trends in Sweden," stated the SIQ's Wester. VCE Core Value Manager Peter Sedin listed VCE core values as quality, safety, and care for the environment.

All site visits, presentations, and discussions were moderated by APO expert Matao Ishii, who also delivered the keynote lecture on quality and innovation management in Japan. "This study mission was an opportunity to observe productivity and quality development in Europe and learn from the best practices in quality and innovation. Today there is no border between teacher and students. We have to learn from each other," said Managing Director and Vice Chairman Dr. Seyed Bagher Sharifzadeh, Havasan Co., IR Iran, a mission participant. ☺

Knowledge management forum: Be a winner

"Be a winner. Get that KM advantage" was the theme of the Knowledge Management Forum for SMEs held at the EDSA Shangri-la Hotel, Manila, the Philippines, on 23 October. The forum was organized to share the results of the APO's Knowledge Management (KM) demonstration project for SMEs. This 12-month project, which started in September 2008, was conducted in the Philippines by the APO and Development Academy of the Philippines. Another aim of the forum was to encourage others to discover the benefits of KM and implement it. The forum was attended by 229 individuals, governmental officials, industrial institution and association representatives, and most importantly SME owners and managers, who accounted for more than 65% of the audience.

"KM is an integrated approach for creating, sharing, and applying knowledge to enhance organizational productivity, profitability, and growth," APO KM expert Praba Nair explained, citing the APO's KM definition. Nair briefed the audience on the APO KM Framework and its implementation approach, which was applied by the demonstration company Moonbake, a local SME confectioner.

An 11-minute video on the KM demonstration project at Moonbake followed the opening ceremony. The video featured the Moonbake CEO and staff talking about their KM progress. The video described how KM was implemented at Moonbake with images of its production lines and processes. Company President Rufino Manrique, Jr. then detailed the sequences of

activities and benefits and challenges encountered. Among the tangible outcomes and benefits arising from KM implementation, Manrique mentioned 2009 sales growth of 28% as a consequence of streamlining Moonbake's products and distribution method; the introduction of a new product line as a result of market research; a significant productivity increase, with a 27% increase in production coming from rationalizing operations; and improved customer satisfaction. Manrique also explained all the efforts and investments the company had made to improve staff access to knowledge and information. Starting with one Internet connection and 12 personal computers, Moonbake now has four Internet and WiFi connections and 21 computers. It maintains its own KM portal called Moonbakekm.ning, where staff can share knowledge, make suggestions, and comment on lessons learned.



APO Program Officer Kamlesh Prakash (L) congratulating Moonbake President Manrique (R)

The successful KM project at Moonbake is a vindication of the APO's focus on promoting KM, especially for SMEs. As part of its KM promotion, the APO has recently published the *KM Facilitators' Guide and KM Case Studies for Small and Medium Enterprises*, which can be downloaded from the APO Web site free of charge. ☺

Program calendar

February

Japan

Multicountry Observational Study Mission on SME Development in the Mekong Region, 1–5 February 2010.

► Objective: To study the impact of projects on SME development in the Mekong region and realign them to meet current needs.

► Participants: NPO top managers, CEOs or owners of SME model projects, and government officials engaged in SME development.

Top Management Forum on Environmental Management for Sustainable Productivity Enhancement, 22–24 February 2010.

► Objective: To study the significant features of environmental management practices utilized by leading Japanese companies for sustainable productivity improvement, understand how the leadership of top executives can encourage a culture of environmental awareness, and discuss how APO member countries can improve environmental management strategies.

► Participants: Top managers of business corporations and high-ranking officials involved in developing environmental management strategies in the public/private sector.

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



New APO publication



HANDBOOK ON INTEGRATED COMMUNITY DEVELOPMENT: SEVEN D APPROACH TO COMMUNITY CAPACITY DEVELOPMENT

APO 148 pp. October 2009

ISBN: 92-833-2400-5 (print edition)

ISBN: 92-833-7085-6 (e-edition)

Photo report



Touring the farmers' market in Munich

Multicountry Observational Study Mission to a Nonmember Country on Exporting Processed Agrifood Products, Germany, 8–12 October 2009.



APO Research & Planning Department Director Mukesh Bhattarai (L) introducing APO activities at the International Conference on Public Performance organized by the Institute of Public Administration of Saudi Arabia, 1–4 November 2009.



Online registration for Eco-products Directory 2010

Online registration for the upcoming *Eco-products Directory 2010*, the fifth edition, started in November. The *Eco-products Directory* is a groundbreaking APO publication that promotes the concept and practice of environmentally responsible purchasing among enterprises and consumers in the region. The directory is a business resource and guidebook to cutting-edge eco-technology from Asia and is highly sought after.



All companies, organizations, and associations within APO member economies presently involved in producing and promoting environmentally friendly materials, components, products, or services are invited to list them in the 2010 directory. The URL for registration is http://w-post.jp/epd2010/index_en.html, and full instructions for registration are available. The deadline for applications is the end of December 2009. The 2010 edition will be released at the EPIF 2010 to be held in Jakarta, Indonesia, 4–7 March 2010.

APO/NPO update

New APO Alternate Director for Republic of Korea

Mr. Kwan Sup Lee, Director General for Industry and Knowledge Economy, Office of Industrial Policy, Ministry of Knowledge Economy, was appointed new APO Alternate Director for the Republic of Korea, w.e.f. 17 September 2009.

New APO Alternate Director for Malaysia

Mr. Mohd. Razali Hussain, Director General, Malaysia Productivity Corporation, was appointed APO Alternate Director for Malaysia, w.e.f. 28 September 2009.

New APO Director for Thailand

Dr. Witoon Simachokdee, Permanent Secretary, Ministry of Industry, was appointed new APO Director for Thailand, w.e.f. 1 October 2009.

APO News quiz

Dear Readers:

This year we again feature a year-end quiz for a bit of fun while refreshing your memory of APO activities in 2009. Answers to the quiz questions can be found in 2009 issues of the *APO News*. Twenty winners will be decided in a lucky draw from among the entries with 100% correct answers. You must also complete the opinion survey to be eligible for the prizes of an APO bag and T-shirt. The quiz is open to all *APO News* readers, excluding APO Secretariat staff and family members. Only one entry per person is permitted, and all entries must reach the *APO News* by 10 February 2010.

Mail your entries to: The APO News, Administration and Finance Department, 1-2-10 Hirakawa-cho, Chiyoda-ku, Tokyo 102-0093; or fax +81-3-5226-3950; or e-mail as a scanned attachment to yfujimoto@apo-tokyo.org.

▶ Please circle (○) the letter before the correct answer.

1) The 51st Session of the Governing Body Meeting was held in:

- a) Manila, Philippines
- b) Colombo, Sri Lanka
- c) Kuala Lumpur, Malaysia

2) Which is not the major role of the APO Center of Excellence (COE)?

- a) Identifying and sharing expertise
- b) Helping NPOs develop potential areas of excellence
- c) Focusing on self-improvement in the area of excellence

3) The theme of the EPIF 2009 held in the Philippines was:

- a) Sustainable Consumption, Sustainable Production, Sustainable Future
- b) Green Productivity to Enhance Competitiveness
- c) For Sustainable Development and Better Life

4) To which country did the APO send a study mission on knowledge management for business excellence?

- a) Sweden
- B) Australia
- C) Germany

5) The APO expanded its two-tiered approach in order to:

- a) promote bilateral and multilateral alliances among NPOs
- b) generate greater multiplier effects
- c) provide technical assistance to NPOs for their capacity building

6) The Japan Productivity Center signed a Memorandum of Understanding on a future collaborative partnership on labor-management activities with:

- a) Thailand Productivity Institute
- b) Training and Productivity Authority of Fiji
- c) Korea Productivity Center

7) The first manual published by the APO Agriculture Department was on:

- a) Food safety management
- b) Green tourism
- c) Integrated community development

8) In 2009, experts were sent to conduct field visits and interviews for project impact evaluation to how many APO member countries?

- a) 4
- b) 5
- c) 6

9) The APO relaunched the self-e-learning course on:

- a) Energy efficiency
- b) Total quality management
- c) Balanced scorecard

10) Which was not a major task of the 50th WSM held in Manila, the Philippines?

- a) Deciding the size of the budget for 2011–2012
- b) Finalizing the APO program plan for 2010
- c) Reviewing the proposed priority projects for 2011–2012

▶ Please express your opinion on individual features regularly appearing in the *APO News* and give general comments for improvement. Your ideas to make the *APO News* more useful and interesting to readers will be very much appreciated. Please check (✓) the relevant boxes in the table below.

Feature	Always read	Sometimes read	Never read
p-Leaders			
p-Watch			
Productivity methodologies, tools, and techniques			
Comment board			
Program calendar			
People behind the scenes			
Articles on APO projects			
NPO focus (articles on NPO activities)			

Suggestions for improvement:

Comments on APO publications

As a clearinghouse for information on productivity, the APO publishes report format titles, special publications including the annual *APO Productivity Databook* and *Eco-products Directory* series, and manuals. Please give us your comments on those publications including e-books in terms of usefulness, readability, accessibility, room for improvement, and others.

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

Address:

Phone: Fax: e-Mail: