

CENTERS OF EXCELLENCE

**The Asian
Productivity
Organization's
Experiences**



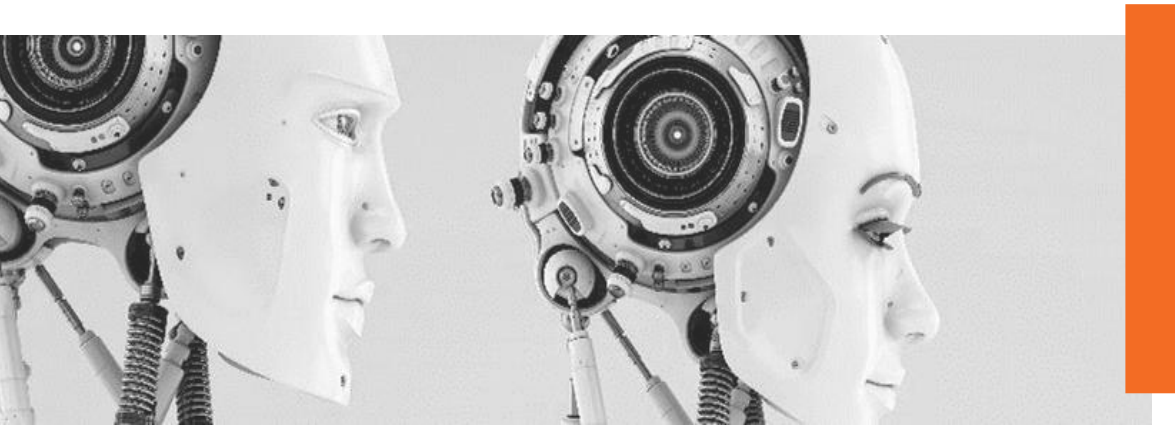
Rationale for the APO COE

“APO needs to explore the feasibility of establishing COE in areas in which NPOs have unique strengths and expertise to facilitate the sharing of knowledge and best practices to intensify productivity promotion”



APO Directors, 50th Governing Body Meeting, April 2008, Tehran, Iran

Definition



An APO COE is a formally designated institution or network of institutions in a member country which has a sufficient level of **competency, with **exemplary performance** and experience, in a specific body of knowledge and contributes to **productivity**.**

Five APO COE since 2009



**COE on
Business
Excellence
Singapore**

2009



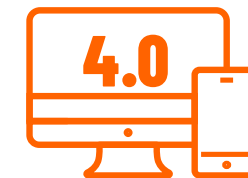
**COE on
Green
Productivity
ROC**

2013



**COE on
Public-sector
Productivity
the Philippines**

2015



**COE on IT
for Industry
4.0
India**

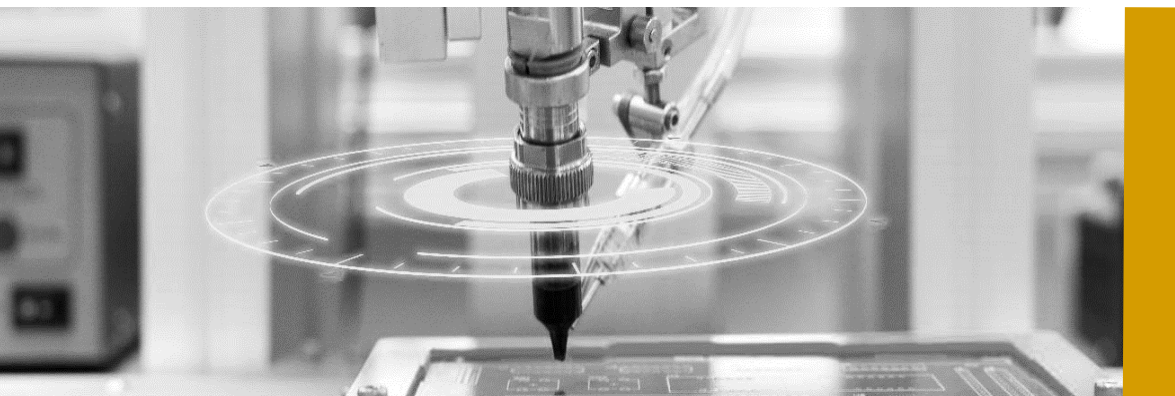
2017



**COE on
Smart
Manufacturing
ROC**

2019

Objectives



- **Recognize outstanding competencies and expertise available among APO member countries to advance the productivity movement in the region;**
- **Enable the designated APO COE to maintain their primacy and leadership at the global level by continuous upgrading and development;**
- **Facilitate learning and sharing of knowledge and best practices related to the subject area among member countries.**

CRITERIA FOR DESIGNATION

- 1. Demonstrates competence over a period of time on the topic.**
- 2. Receives ongoing financial support for its activities from the government or other stakeholders or through in-house funding.**
- 3. Possesses the necessary organizational structure, including a dedicated division, unit, program, or committee, on the subject area.**
- 4. Shares its knowledge, expertise, and experience with other member countries with necessary resources set aside for this purpose.**

1. Training



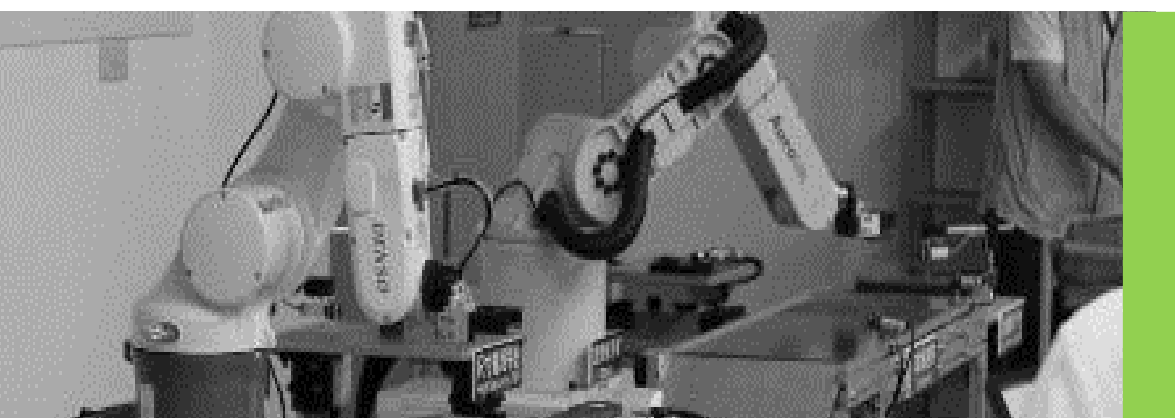
- **Develop training materials**
- **Facilitate learning and sharing of knowledge and best practices**

2. Technical Support



- **Provide customized support tailored to specific needs of member countries**

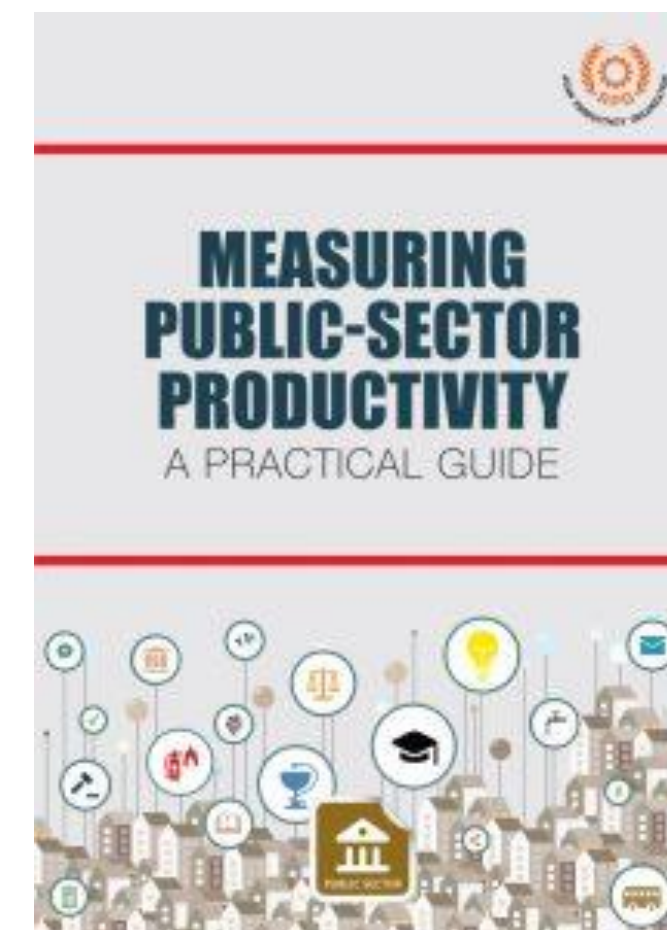
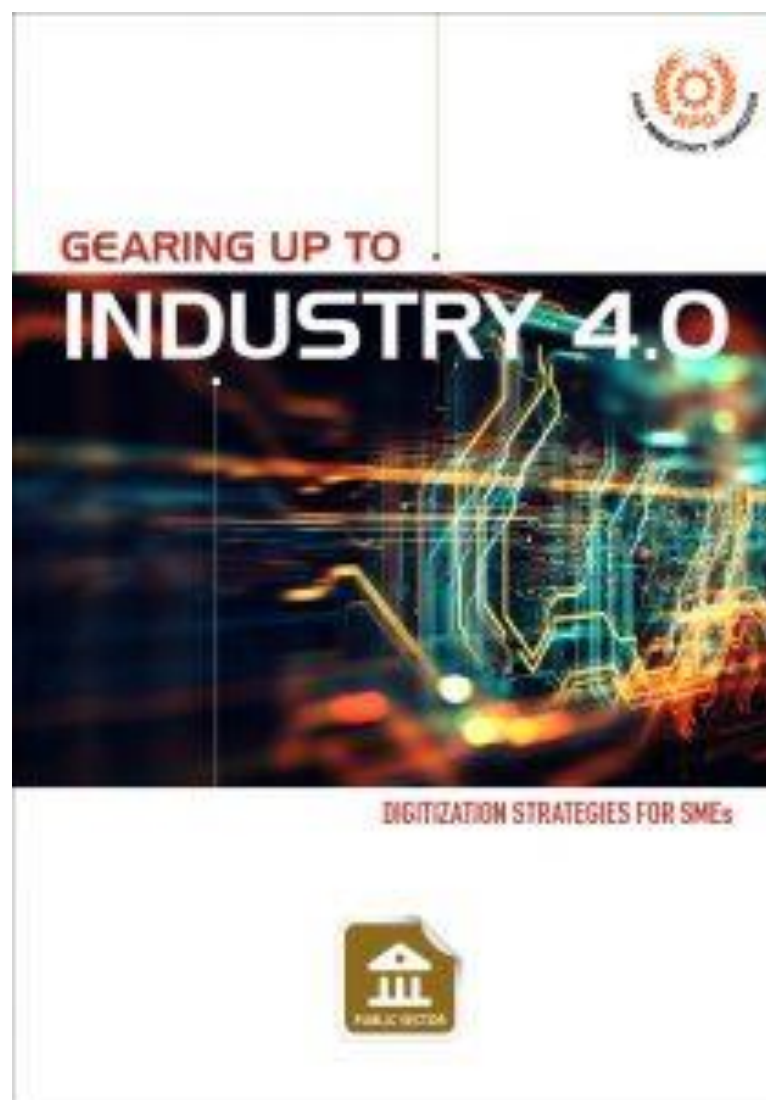
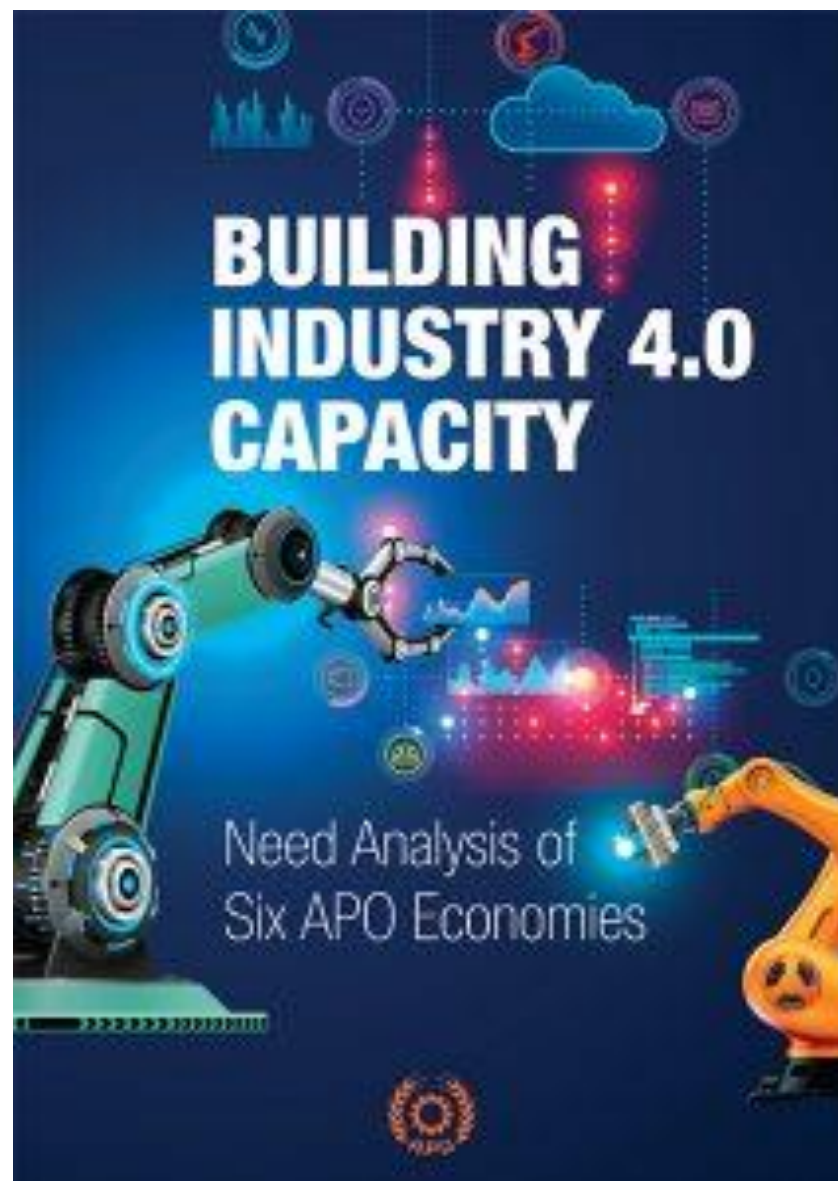
3. Demonstration Company Development



- **Showcase practical solutions, including technological solutions to support the adoption of Industry 4.0 and smart manufacturing to improve productivity**

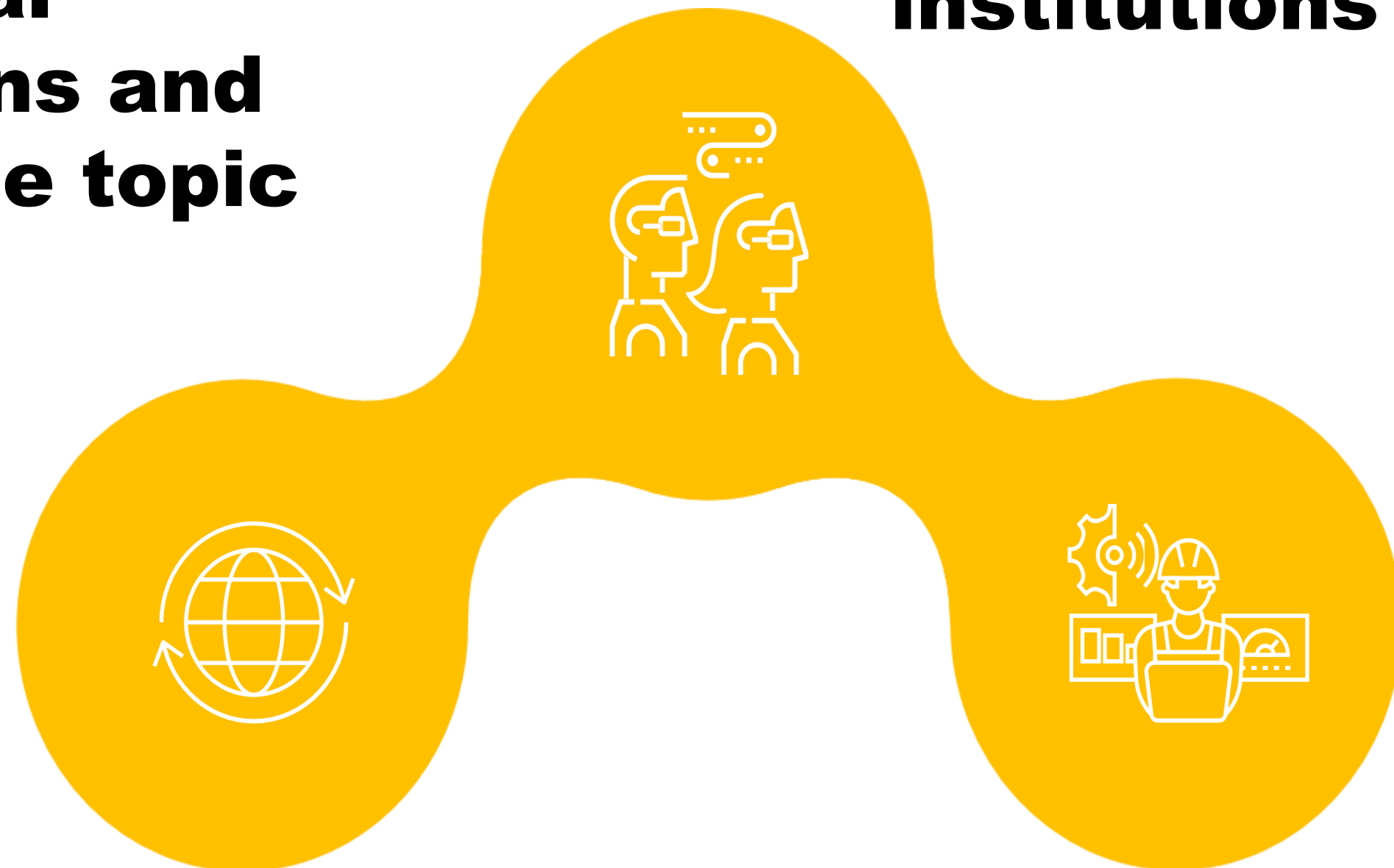
4. Research

Conduct relevant, cutting-edge research on new areas related to the topic of COE



5. International Partnership

- **Develop strategic partnerships with other leading international organizations and bodies in the topic areas**
- **Establish industry–academia linkages with renowned institutions**



Lessons Learnt from the Asian Experience

1. LIVING UP TO THE TERM “EXCELLENCE”

Is the status achieved, well deserving or simply assigned? How to address gap between aspiration and reality?

2. ACCEPTANCE

Are the tools, techniques, and methodologies being promoted recognized by industries, businesses and organizations?

3. IMPACT

Is the expected role of a COE as catalyst for an entire region or continent achievable?

4. SUSTAINABILITY

**Ownership as key success factor.
How to drive *Kaizen* to be a movement, making it inclusive and ensuring no one is left behind.**

The Way Forward

- 1. Productivity is a marathon without a finish line. Our only option is to keep going, keep moving ahead.**
- 2. Create champions, create success stories.**
- 3. Build synergy, connect and share.**
- 4. Go beyond simply tools, techniques; aim for a movement.**