



Three keys in the CPC

The China Productivity Center (CPC) was established on 11 November 1955, supported by the government and some 50 public and private firms. The mission of the CPC is to assist industries in enhancing their productivity. The CPC is the earliest established, largest-scale, and most professional management consulting organization for Chinese communities worldwide. As a statutory body closely associated with the Ministry of Economic Affairs, for many years the CPC has been entrusted by the government to promote industrial upgrading and strengthen the competitive edge of enterprises in the Republic of China (ROC). Special projects such as the productivity enhancement program, manufacturing automation, promotion of the commercial district image, and ISO9000 were implemented by consulting teams from the CPC. Currently, more than 500 permanent and temporary staff are employed by the CPC.

Key success factors in arranging the Secretary-General's visit

The successful organization and arrangements for courtesy calls on the premier, ministers, and other prominent parties in the ROC during the recent trip by APO Secretary-General Shigeo Takenaka can be attributed to the following three key success factors.

Top management support: The top management of the CPC, including Chairman Sheng-Hsiung Hsu and President Dr. Pao-Cheng Chang, are always very supportive of APO activities. With their support and good long-term relationships with government agencies and private institutions alike, the CPC was able to organize the visit in which so many departments, agencies, and individuals in both the public and private sectors were involved. The government agencies visited included the Premier's Office, Ministry of Foreign Affairs, and Council of Agriculture. In addition, thanks to support from the top management, the CPC was able to invite additional high-ranking government officials to attend meetings and dinners with the Secretary-General.

Networking with key persons: For the past few years, CPC staff have had many opportunities to attend the APO Governing Body Meeting and Workshop Meeting of Heads of NPOs. Those sig-



Members of the APO Affairs Team at the CPC. L-R: Shirley Lin; Eugene Lin, contributor; Lihkuan Lee; Karen Hsueh. Combination picture from photos courtesy of CPC

nificant occasions were usually attended with key persons in charge of APO affairs in government agencies. In addition, several coordination meetings were usually held before CPC staff actually participated in the formal meetings. On those formal and informal occasions, networks were established with key persons in every government agency involved in APO activities. The networks enabled the CPC to arrange official meetings for the APO Secretary-General with top-ranking government officials even with a very limited lead time. During his visit to the ROC, the Secretary-General paid courtesy calls on Premier of the Executive Yuan Den-Yih Wu, Minister of Foreign Affairs Timothy Chin-Tien Yang, and Minister of the Council of Agriculture Dr. Wu-Hsiung Chen. The networks thus proved to be extremely helpful when Secretary-General Takenaka visited Taipei.

Teamwork: The APO Affairs Team in the CPC has developed a teamwork model through more than 20 years of experience in conducting APO projects and participating in APO activities. Although the staff members have changed several times during the last few years, the spirit of teamwork is well preserved by the current team, including Chief Lihkuan Lee, Shirley Lin, and Karen Hsueh. Members of the APO Affairs Team have their own responsibility and everyone performs well, either in coordinating with the Premier's Office for the Secretary-General's courtesy call or in inviting high-ranking government officials to the welcome dinner hosted by the CPC. The liaison officer's job was simply a matter of converting the efforts of the team into a seamless service. 