**Green Productivity Success in Six**

**STEP 1 GETTING STARTED**
- Form a Green Productivity Team
- Conduct a Walk Through Survey and Gather Information

**STEP 2 PLANNING**
- Identification of Problems & Causes
- Setting Objectives and Targets

**STEP 3 GENERATION AND EVALUATION-GP OPTIONS**
- Generation of Green Productivity Options
- Screening and Evaluation of Green Productivity Options
- Preparation of Implementation Plan

**STEP 4 OPTIONS FOR IMPLEMENTATION OF GP**
- Implementation of Selected Options
- Awareness Building, Training and Developing Competence

**STEP 5 MONITORING AND REVIEW**
- Monitoring and Evaluation of Results
- Management Review

**STEP 6 SUSTAINING GREEN PRODUCTIVITY**
- Incorporate Changes
- Identify New or Additional Problem Areas for Continuous Improvement

The tools are repeated here since the activities are looped back to the previous steps to provide consistency and encourage continuous improvement. This empowers the people involved to build on their new knowledge with confidence for success.
CHAPTER I GREEN PRODUCTIVITY

1.1 Purpose of this Chapter - Introduction to Green Productivity

The new millennium is here. It is a rapidly changing world. Expectations and needs are in flux. To meet or exceed these demands from your traditional customers is a challenge. However, there are other parties who are now placing new demands on you outside your traditional business relationships. They hold you accountable for not only what you do but how you do it. It is critical to address these challenges, maintain control of your business, and remain profitable. Green Productivity offers you a logical means of excelling.

Are you ready?

This chapter will explore the concept of Green Productivity crystallized by the Asian Productivity Organization (APO) and introduce you to:

- a formal definition of Green Productivity (GP)
- the underlying principles and characteristics of Green Productivity
- its three dimensional qualities and distinguishing features
- the leadership role that the Asian Productivity Organization is taking
- early trends that show how Green Productivity can assist community development and improvements in the local quality of life
- the importance of Green Productivity to business process, especially to smaller entities and micro-enterprise
- practical information to help guide yourself to more efficient business practices including:
  - a framework for GP
  - tools and techniques
  - methodologies
  - management systems and programs

Why should you take an interest in Green Productivity?

Green Productivity recognizes the fundamental need for businesses to incorporate not just environmental concerns, but economic performance in the improvement process. This is something that previous approaches have often failed to do. GP fosters the change process to help businesses cater to customer requirements for more environmentally sound products. At the same time you need to ensure a healthy and safe work environment and a solid bottom line.

Why is there a focus on productivity?

In the simplest terms, productivity was historically defined as the ratio of output to input, where inputs included labour, material, capital and services and outputs were defined as product. Productivity was and is a measure of success or inefficiency. It is not a precise term, the ratio consists of two or more variables, the only constant being change.
Is there something that you presently have or do that you could change to improve the productivity of your business and green it at the same time?

Look at the suggestions in Table 1.1. Is there something you see that you could do to improve? Quickly identify what you think your opportunities are. Spend 3 minutes at the most deciding where you think your risks are.

What is Productivity?

As an integrated concept

\[
\text{PRODUCTIVITY} = \frac{\text{Output} \times \text{Satisfaction}}{\text{Input} \times \text{Sacrifices}}
\]

as objective ——— Social-Economic concept

as a means ——— Technical concept

Table 1.1

<table>
<thead>
<tr>
<th>Description</th>
<th>Needs significant improvement</th>
<th>Needs some improvement</th>
<th>Requires minor improvement</th>
<th>Efficient</th>
<th>Already green and productive</th>
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<tbody>
<tr>
<td>Choice of raw materials</td>
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<tr>
<td>Use of raw materials</td>
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<td>Use of energy</td>
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<td>Use of water</td>
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<tr>
<td>Chemical content of wastewater</td>
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<td></td>
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<tr>
<td>Prevention and reduction of waste</td>
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<td>Selective separation of waste</td>
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<tr>
<td>Recycling of materials to avoid waste</td>
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<td>Reuse of materials to avoid waste</td>
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<tr>
<td>Dust or odours within the workplace</td>
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</tr>
<tr>
<td>Dust or odours outside the workplace</td>
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</table>
Closely tied to productivity is the concept of quality. For many years, quality was also viewed very narrowly, as the absence of defects. Starting in the 1950s and into the late 1980s quality management helped to change the process of business, expanding from a more linear quantitative focus to a broader perspective, and one defined with more qualitative characteristics. No country has been more successful in capturing the essence of quality management than Japan, leveraging it to restructure its nation's industrial foundation after the Second World War.

Today, the manner in which business operates is faced with its most significant challenge – that is to balance the need to meet an exponential growth in customers with rising niche expectations for products and services, against a finite resource base held together by a single supplier.

Table 1.1 is adapted from the Weather Map, part of the Eco-mapping© Toolkit.