

COER NEWS UPDATE – August 2008

– Benchmarking, Best Practices & Business Excellence –

Hello COER News readers

This **COER NEWS UPDATE** includes information on:

1. Three great conferences in October 2008.
2. Global survey on business improvement & benchmarking – some initial findings
3. Prize for one of the survey respondents – will it be you?
4. TRADE best practice benchmarking and certification
5. COER's recent projects
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1. THREE GREAT CONFERENCES IN OCTOBER 2008

- **3rd International Benchmarking Conference, 9-10th October 2008, Budapest, Hungary.** This event is being organised by the Hungarian Association for Excellence and the Global Benchmarking Network, www.globalbenchmarking.org. Visit www.bestpracticeconference.com to see the conference programme. This must be one of the most complete conference programmes yet on the topic of benchmarking. It includes a presentation from Dr Robert Camp, who wrote the best selling book on benchmarking, presentations from experts from over 10 countries, case studies from EFQM award winners, sector based benchmarking in the automotive, health, water, and telecommunications industries, benchmarking in HR, and much more including a stream on lean.
- **Excellence in Customer Service, 21-22nd October 2008, Heathrow - London, United Kingdom.** www.theicsconference.com. Once again the Institute of Customer Service brings together a conference programme designed to look to the future of customer service, provoking new ideas and anticipating how customer service professionals need to adapt to stay ahead. A conference is nothing without its speakers and this year's line-up is made up of some of the best in the business. There are 20 expert speakers including: Roger Martin Fagg, Senior Lecturer, Henley Management College; Michelle Hey, Head of Customer Experience Development, First Direct; Adam Rider, Director New Customer Relationships, EDF Energy; and Kriss Akabusi MBE, Managing Director, The Akabusi Company. Members of COER's BPIR.com resource can access a 10% discount on published conference prices. This represents a saving on the full two-day conference package of £165 per person. To access the discounted price, enter BPIR as your Priority Booking Code on the online reservation system.
- **The New Zealand Organisation for Quality (NZOQ) – Learn - Share - Grow Conference 2008 - Quality, Productivity & Sustainability, 22-24th October 2008, Queenstown, New Zealand.** www.conference2008.nzoq.org.nz. This event is the premier event in New Zealand for those that want to keep up-to-date with the latest happenings in the quality and business field. Presentations will focus on topics such as six sigma, sustainability, business continuity management, benchmarking, and business excellence. The last time NZOQ held a major conference over 300 people attended – therefore this offers a great opportunity for networking in an area of New Zealand that is regarded as one of the most beautiful places on earth. The conference programme is now showing on the NZOQ website. **Early bird rates close on 25 August – book now for the best rates.**

2. GLOBAL SURVEY ON BUSINESS IMPROVEMENT & BENCHMARKING – SOME INITIAL FINDINGS

Over the last few months the Centre for Organisational Excellence Research (COER), on behalf of the Global Benchmarking Network www.globalbenchmarking.org, has been conducting research to identify the current status of business improvement tool use worldwide.

We have had a great response to the survey with over 500 responses from over 20 countries. Thanks to all of you! All those that participated will receive a copy of the findings. In the meantime here are some initial results:

Figure 1 shows the popularity of 20 business improvement tools. Customer (Client) Surveys were the most popular (used by 87% of organisations), followed by Informal Benchmarking (82%), Mission and Vision Statements (80%) and Strengths, Weaknesses, Opportunities and Threats (80%). Performance Benchmarking was used by 56% and Best Practice Benchmarking by 42%.

Surprisingly Six Sigma was the least popular with only 18% of organisations using the tool.

Figure 1 – Use of business improvement tools worldwide

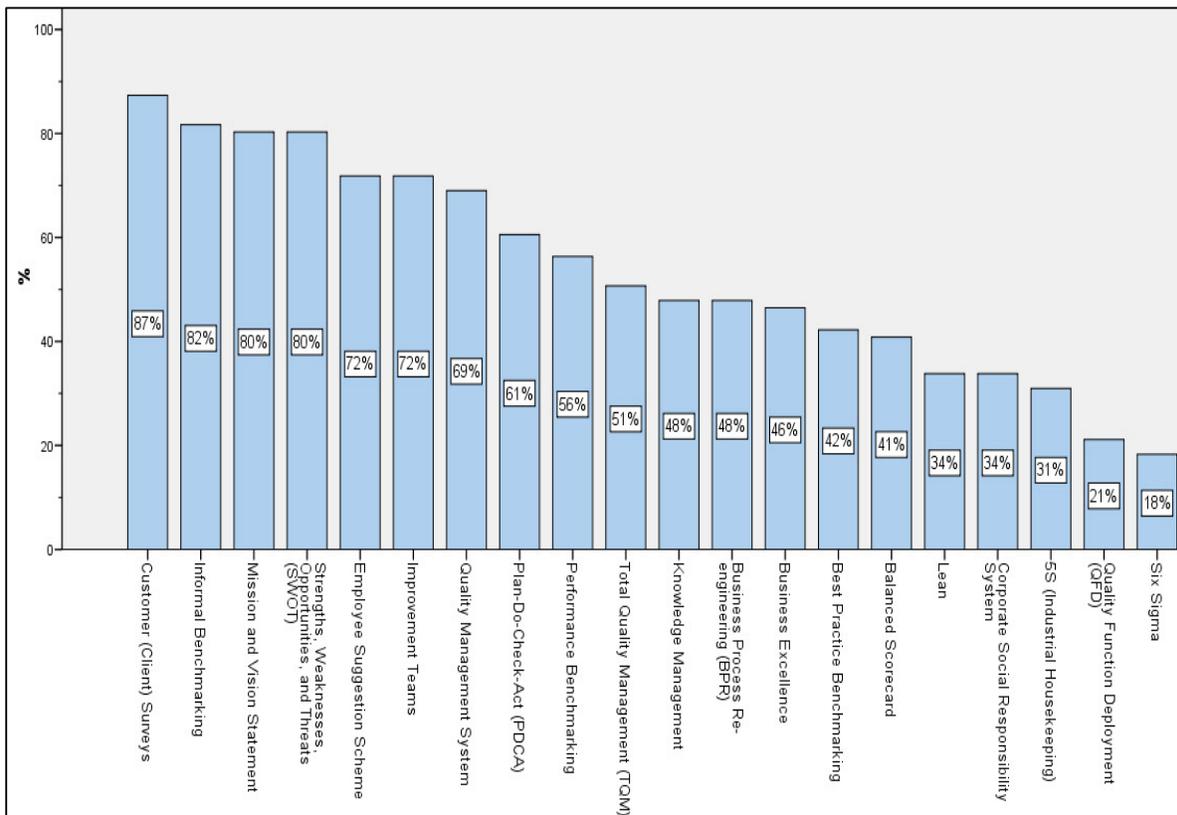
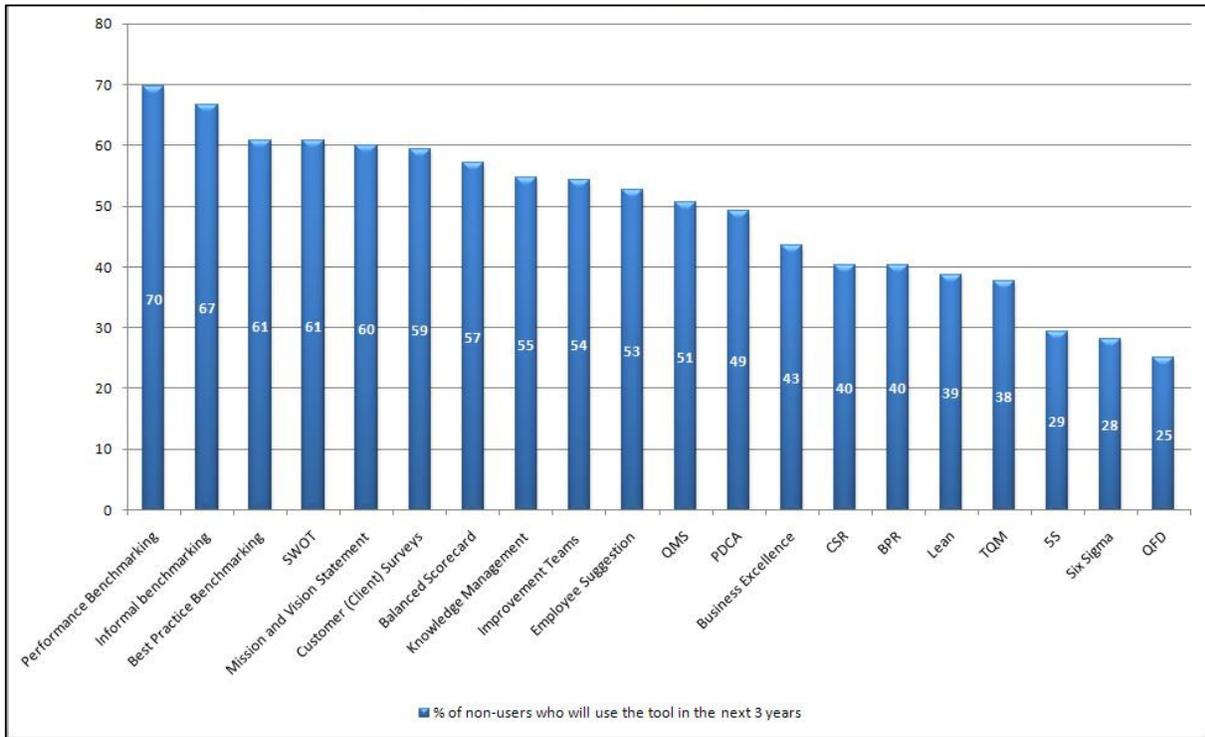


Figure 2 shows the likelihood of companies using an improvement tool in the future. Therefore if a company was not using a particular tool they were asked if they were likely to use it in the next three years. The highest %'s were recorded for benchmarking with between 60-70% indicating that in the next three years they were likely to use Informal, Performance and Best Practice Benchmarking.

Figure 2 – Improvement tools that non-users plan to implement in the next three years.



Definitions of the different types of benchmarking can be found on COER's website www.coer.org.nz/trade.htm. The survey from which the data is from can be found at <http://gbn.bpir.sgizmo.com/>. Survey data will continue to be processed by our researchers if you still wish to participate.

3. PRIZE FOR ONE OF THE SURVEY RESPONDENTS – WILL IT BE YOU?

On Wednesday 20 August one of the 500 respondents to the global survey will be invited to attend the GBN's 3rd International Benchmarking Conference for free. In addition their hotel expenses will be paid (unfortunately not the flight!).

The draw will be made at COER's offices. One of our PhD students will select the winner.

4. TRADE BEST PRACTICE BENCHMARKING AND CERTIFICATION

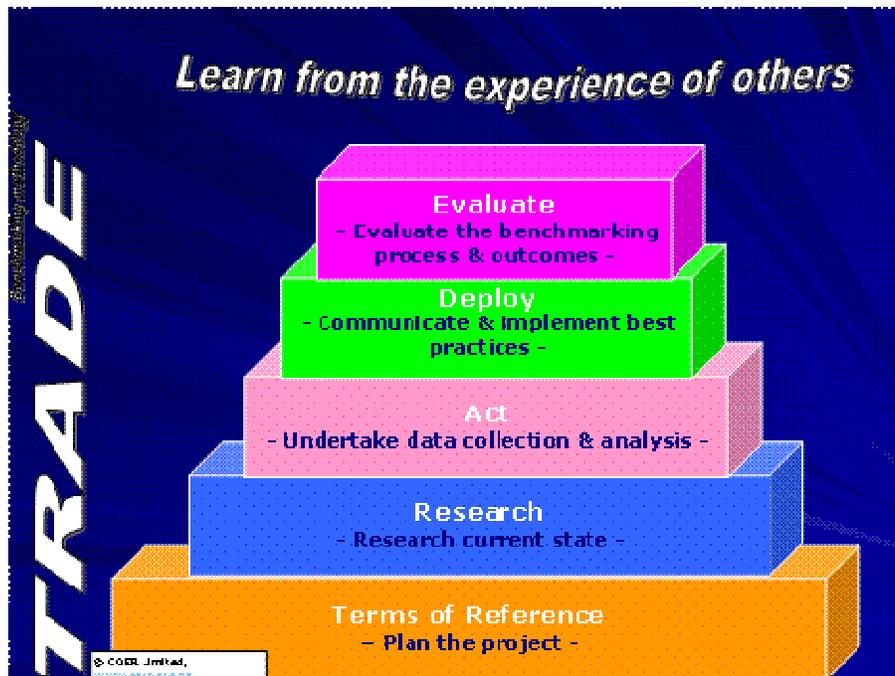
The wide appeal and acceptance of benchmarking has led to various benchmarking methodologies emerging. TRADE is one such methodology that was developed by COER almost eight years ago. It has recently been updated to include a project management and certification system.

The TRADE benchmarking methodology focuses on the exchange (or “trade”) of information and best practices to improve the performance of processes, goods and services.

TRADE consists of five stages:

- Terms of Reference (plan the project - aims, objectives, scope, resources, cost/benefit analysis)
- Research (research current state/ performance)
- Act (undertake data collection & analysis – to compare against others)
- Deploy (communicate and implement best practices)
- Evaluate (evaluate the benchmarking process and outcomes to ensure the project has met its aims)

Figure 3 – TRADE best practice benchmarking methodology



This methodology is the first to have a **certification system** built around it to ensure that those who are trained in benchmarking move from a stage of **Awareness to Proficiency to Mastery in benchmarking** — therefore leading to successful benchmarking projects that produce substantial bottom-line benefits.

For more information on TRADE contact Dr Robin Mann, r.s.mann@massey.ac.nz.

5. COER'S RECENT PROJECTS

In the last few months Dr Robin Mann has been busy on various benchmarking assignments including.

- Serving as an expert advisor with other Global Benchmarking Network experts (Terry Pilcher, UK, and Holgar Kohl, Germany) to the International Trade Centre (ITC) in Geneva. The ITC is organising a benchmarking project between Trade Promotion Organisations (TPOs) and Trade Support Institutions (TSIs) to improve their services. This will lead to TPOs and TSIs having a greater impact on the exporting capability of companies within the countries that they represent.
- Rescheduling a Benchmarking Mastery Programme for Middle East Executives to February 2009 – to be held in Singapore. Contact Shady Mouness, Gulf Lead Consultants, shady@glc-im.com, for more information.
- Forming an agreement with MgDelxis, www.MgDelxis.com, to increase the availability of COER's benchmarking services in South East Asia. Contact Leslie Teo for information on upcoming training courses and activities in this region, leslie@mgdelxis.com.

Figure 5 – Benchmarking at the International Trade Centre, Geneva. Representatives from 20 countries attended.



6. BENCHMARKING SEMINARS AND PRESENTATIONS

In the next month, Dr Robin Mann will be giving benchmarking presentations at the following events:

Monday 25 August, Tehran, Iran – 9th International Conference of Quality Managers (Conference from 23-25 August). Visit www.qm-conference.com for information.

Friday 29 August, Hong Kong. Hong Kong Benchmarking Clearinghouse Executive Briefing. Contact Philip Ho, philipho@hbc.hk, for information.

Tuesday 2 September to Thursday 4 September, Taipei, Taiwan. Various Seminars and Training. Organised by China Productivity Centre. Contact Lihkuan Lee, 2017@cpc.org.tw, for information.

7. OTHER EVENTS

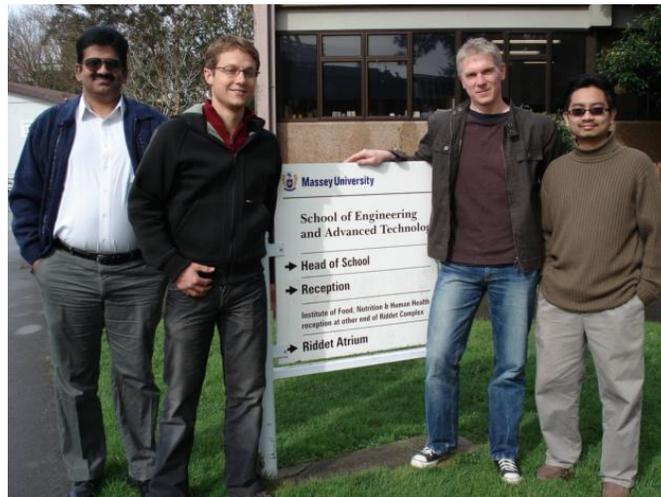
To see management, quality, business excellence, and benchmarking events that are happening all around the world visit the event calendar at www.bpir.com - you can also add your own events here.

8. COER'S WEBSITE AND NEW PEOPLE

COER's website has been updated to include free research reports and papers on benchmarking and business excellence. Take a look at www.coer.org.nz. It also contains information on Research Opportunities and Consultancy Services and provides profiles of two of its new PhD students – Jürgen P. Wagner and Musli bin Mohammad. Jürgen and Musli are pictured in Figure 6 with Dr Robin Mann and Nihal Jayamaha (who has just submitted his PhD thesis for examination on the validity of business excellence models – some of his research findings are shown at www.coer.org.nz/publication.htm - see the paper “**An empirical study of the validity of business excellence models and the relationships between ‘enablers’ and ‘business results’**”).

Another of COER's PhD students, Virgil Troy, recently passed his PhD examination – well done, Virgil!! His PhD was on Customer Relationship Management.

Figure 6 – Photo of some of COER's happy PhD students and staff - Nihal (left), Jürgen, Robin and Musli (right).



Other websites that COER is associated with are:

- www.bpir.com – where we have recently appointed two website developers to the BPIR.com team..
- www.businessexcellencetools.com
- www.globalbenchmarking.org

That is it for now. Thanks for spending time reading **COER NEWS UPDATE**

Best regards



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