

COER NEWS

A newsletter to inform you of COER's research findings and initiatives in organisational excellence, benchmarking and performance improvement

Issue No.3

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Welcome to the 3rd Issue of **COER NEWS** – the free Newsletter produced by the Centre for Organisational Excellence Research, Massey University, New Zealand.

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1. IMPROVE YOUR FINANCIAL AND MARKET SUCCESS

Over the last two years COER has collected data from 35 organisations that have undertaken its Benchmarking and Performance Excellence Self-assessment (BPES) based on the Baldrige Criteria for Performance Excellence (CPE)¹.

An analysis of this data has provided some fascinating insights into the relationships between different business drivers and how they impact on business results. As part of this analysis, nearly 300 potential relationships between the 7 Categories and 18 CPE Items (see Fig. 1) have been investigated.

Fig. 1 – CPE Categories and Items, 2002

CATEGORIES	ITEMS
ENABLERS	
1. Leadership	1.1 Organisational Leadership 1.2 Public Responsibility and Citizenship
2. Strategic Planning	2.1 Strategy Development 2.2 Strategy Deployment
3. Customer and Market Focus	3.1 Customer and Market Knowledge 3.2 Customer Relationships and Satisfaction
4. Information & Analysis	4.1 Measurement & Analysis of Organisational Performance 4.2 Information Management
5. Human Resource Focus	5.1 Work Systems 5.2 Employee Education, Training and Development 5.3 Employee Well-being and Satisfaction
6. Process Management	6.1 Product and Service Processes 6.2 Business Processes 6.3 Support Processes
RESULTS	
7. Business Results	7.1 Customer Focused Results 7.2 Financial and Market Results 7.3 Human Resource Results 7.4 Organisational Effectiveness Results

In total 18 strong and significant correlations ($0.7 < r < 0.9$) were found between CPE categories and items and 201 moderate and significant relationships ($0.4 < r < 0.7$). It is believed that so many moderate to strong relationships were identified because,

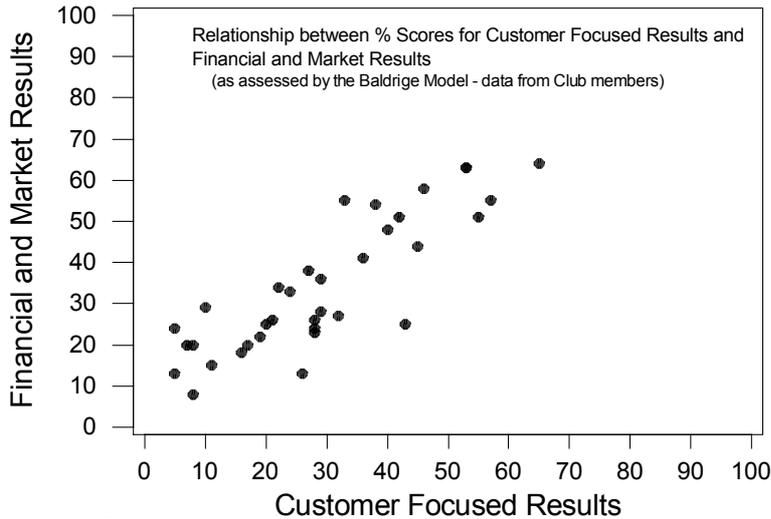
- a CPE self-assessment provides a *complete* assessment of a business
- the BPES has been applied reasonably consistently by all organisations
- the BPES provides a thorough approach to self-assessment. It consists of 99 questions that are completed via a team consensus approach, and provides detailed guidelines on how to undertake the self-assessment.

The strongest correlation was identified between “Customer Focused Results” and “Financial and Market Results” (a correlation of 0.85). This correlation is shown in Graph 1 with the dots representing the CPE % scores of member organisations. A guide to the sophistication of an organisation’s management approach based on CPE % scores can be found at www.quality.nist.gov (download a CPE document and go to the scoring table).

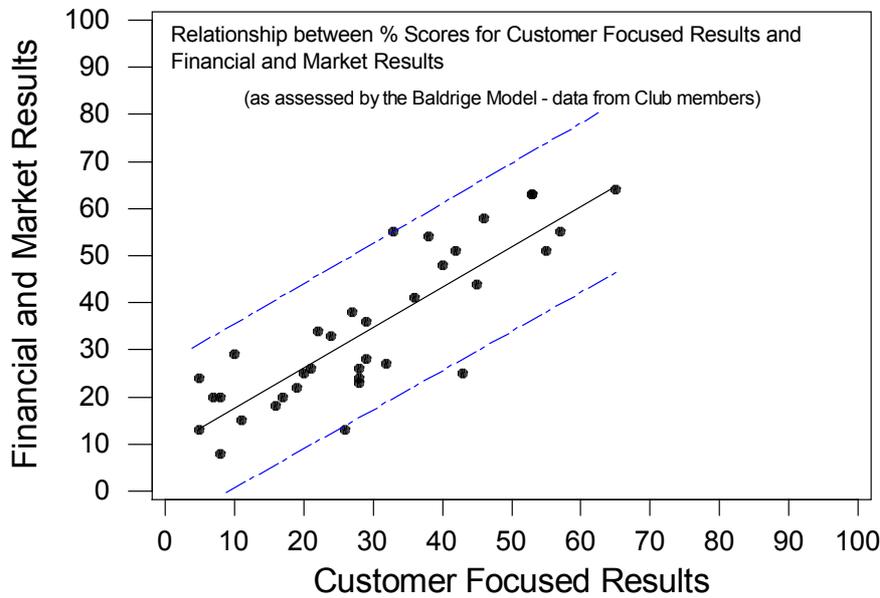
Graph 2 shows the same results with a trend-line and 95% confidence limits. The trend line clearly implies that if an organisation improves its Customer Focused Results its Financial and Market Results will improve. The 95% confidence limits emphasise this relationship. For example, these limits imply that if an organisation improves its Customer Focused Results from 10% to 50% in the self-assessment there is a 95% chance that their Financial and Market Results will improve from between 2% to 35% to between 30% and 70%.

¹ The CPE (otherwise known as the Malcolm Baldrige Model) provides a framework for assessing the excellence of an organisation’s business practices. It is a framework that is based on the practices of the world’s leading organisations and is revised each year to keep pace with the changing business environment.

Graph 1 – Relationship between Customer Focussed Results and Financial and Market Results



Graph 2 – Relationship between Customer Focussed Results and Financial and Market Results (including trend line and 95% confidence limits)

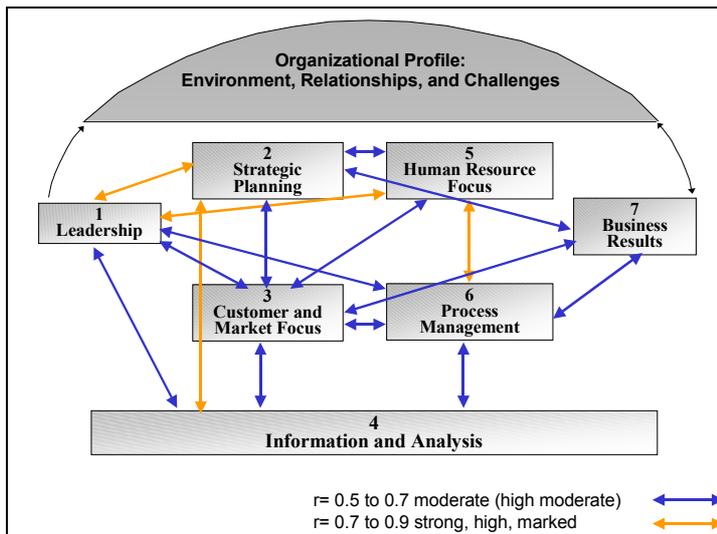


The other strongest relationships identified between CPE items (in this order) were between Business Processes and Organisational Effectiveness Results, Customer and Market Knowledge and Customer Relationships and Satisfaction, Organisational Leadership and Strategy Deployment, and Customer Focused Results and Organisational Effectiveness Results.

2. UNDERSTANDING YOUR BUSINESS – RELATIONSHIPS BETWEEN BUSINESS DRIVERS IDENTIFIED

The diagram below shows the CPE categories and the strength of the relationships that have been identified between them from an analysis of the BPES results. It is interesting to note that the categories that have a relationship ($r > 0.5$) with the Business Results category are Customer and Market Focus, Process Management, and Strategic Planning. However, it is apparent that there are many inter-dependencies between categories illustrating the need to improve in all categories to improve Business Results. This is further supported when one considers that a moderate correlation ($r = 0.6$) has been identified between the CPE Enablers (the aggregate of categories 1 to 6) and Business Results. This indicates that those organisations that have better management systems across all the categories are also likely to have better Business Results.

Fig. 2 – Relationships Identified Between the CPE Categories



COER researchers aim to further explore the relationships found in the self-assessment data, and to use the knowledge gained to assist organisations to improve their performance. The complete results and detailed analysis of the self-assessment data will be presented in an academic paper (in preparation).

3. CHANGES TO THE CRITERIA FOR PERFORMANCE EXCELLENCE FOR 2003

Fig.1 and Fig.2 showed the CPE for 2002. Changes to the CPE for 2003 are shown below in Insert 1 for your information.

Insert 1 – The Criteria for Performance Excellence (CPE) - 2003

The Criteria for Performance Excellence (CPE) - 2003	
For 2003, there have been a few changes to the CPE. The revised Categories and Items are shown below, along with the significant changes highlighted in bold and blue:	
CATEGORIES	ITEMS
ENABLERS	
1. Leadership	1.1 Organisational Leadership
2. Strategic Planning	1.2 Social Responsibility
3. Customer and Market Focus	2.1 Strategy Development
4. Measurement, Analysis and Knowledge Management	2.2 Strategy Deployment
5. Human Resource Focus	3.1 Customer and Market Knowledge
	3.2 Customer Relationships and Satisfaction
	4.1 Measurement & Analysis of Organisational Performance
	4.2 Information and Knowledge Management
	5.1 Work Systems
	5.2 Employee Learning and Motivation
	5.3 Employee Well-being and Satisfaction
6. Process Management	6.1 Value Creation Processes
	6.2 Support Processes
RESULTS	
7. Business Results	7.1 Customer Focused Results
	7.2 Product and Service Results
	7.3 Financial and Market Results
	7.4 Human Resource Results
	7.5 Organisational Effectiveness Results
	7.6 Governance and Social Responsibility Results
For more information on the Criteria visit the following website – www.quality.nist.gov	

4. FAST-GROWTH COMPANIES THAT UNDERTAKE PERFORMANCE BENCHMARKING GROW FASTER AND ARE MORE PRODUCTIVE THAN THEIR PEERS

Recent evidence of the importance of benchmarking comes from the May 2002 PricewaterhouseCoopers Trendsetter Barometer Survey. The survey involved interviewing CEOs of 405 Product and Service companies that had been identified in the media as the fastest growing U.S. businesses over the last five years. The results showed that Benchmarking database users have distinguished themselves with superior performance compared to the rest. They have achieved:

- 69 percent faster growth. Over the past five years these companies have increased revenues⁴

by 1,835% versus 1,088% (for those who did not benchmark). And, over the past year, in the face of difficult market conditions, they grew at a 13.6% rate versus 11.5% - or 18% faster.

- 45% greater productivity. On average, these companies are smaller in number of employees, and larger in annual gross revenues - with \$160,000 in revenues per employee, versus \$110,400.

For more information visit

www.barometersurveys.com/production/barsurv.nsf/89343582e94adb6185256b84006c8ffe/86bfc1c668bdd72285256bab006b1b28?OpenDocument

5. PERFORMANCE BENCHMARKING DATABASES

The following table presents four tools that can help your organisation to undertake performance benchmarking.

Table 1 - Performance Benchmarking Databases

Tool	Description	Price	Contact / URL
COER's own Benchmarking and Performance Improvement Resource (BPIR.com)	Contains 100's of performance benchmarks (data from 1,000's of organisations and many from organisations recognised as outstanding achievers). Benchmarks are linked to a performance measurement database of over 1000 measures so that users can quickly identify relevant benchmarks for their business.	Varies dependent on country but always less than US\$300 for an individual and includes access to many other services	www.BPIR.com
Benchmark Index	This Index, developed in the UK, enables comparisons of performance on more than 100 measurements against data from over 5,000 organisations. The Index provides organisations with a comprehensive personalised business assessment that may include industry specific and international comparisons. To date over 15 countries are promoting the index and due to its growing database countries are now being able to use the aggregated data for policy making.	Varies dependent on country. However, a shortened free version titled "Healthcheck" can be used at www.benchmarkindex.com .	If you are from the UK, go to http://www.benchmarkindex.com/ . If you are in NZ, contact n.bleasdale@massey.ac.nz Elsewhere contact Tony Kennedy (tony.kennedy@sbs.gsi.gov.uk) for a list of benchmark index providers worldwide.
IndustryWeek's Benchmarking Tool Kit	IndustryWeek's Benchmarking Tool Kit is an extensive database of manufacturing performance metrics and practices. Use it to assess new manufacturing approaches, measure your plant's performance, and gauge competitive advantages. The Tool Kit's database contains detailed performance metrics on over 7,000 manufacturing facilities in hundreds of industry segments. Primarily a US database.	US\$300 via www.BPIR.com (Normal price US\$995)	www.BPIR.com and go to "Partner Product Spotlight".
MED's On-Line Benchmarking Tool	The Ministry of Economic Development, NZ, has recently launched a free on-line performance benchmarking tool that enables organisations to benchmark their management practices and performance results against a database of 2,756 NZ organisations. This on-line tool is a by-product from their in-depth research study titled "Firm Foundations".	Free	The on-line tool is accessible at www.med.govt.nz/

6. FEW ORGANISATIONS UNDERTAKING BEST PRACTICE BENCHMARKING IN NEW ZEALAND

A recent study by the Ministry of Economic Development, New Zealand, identified that only 2% of NZ organisations were undertaking best practice benchmarking, with a higher percentage of 48% undertaking performance benchmarking.

The differences between the two types of benchmarking can be summarised as follows:

- *Performance/competitive benchmarking* involves comparing the performance levels of organisations for a specific process or activity. This information can then be used for identifying opportunities for improvement and/or setting performance targets. Performance levels of other organisations are normally called benchmarks and the ideal benchmark derives from an organisation recognised as being a leader in the relevant area.

- In *best practice benchmarking* (also called *process benchmarking*) organisations search for and study other organisations that are high performers in particular areas of interest. The processes of these organisations are studied rather than just the associated performance levels. Best practice benchmarking includes the whole process of identifying, capturing, analysing, and implementing best practices.

The scarcity of organisations undertaking best practice benchmarking in New Zealand is of concern. Best practice benchmarking is broadly recognised as one of the key approaches necessary to achieve world-class performance (this is also clearly indicated within the CPE). This probably explains why only two NZ organisations have been assessed as world-class (Telecom Directories and Toyota Thames) since the CPE was introduced into New Zealand in 1993.

For a free copy of the Ministry of Economic Development's study findings "Firm Foundations" visit www.med.govt.nz.

7. OVERVIEW OF SOME OF COER'S PARTNERS AND FRIENDS THAT ENCOURAGE AND/OR FACILITATE BEST PRACTICE SHARING AND BEST PRACTICE BENCHMARKING

The table below provides the details of a number of organisations that may help you to undertake best practice benchmarking. All have a relationship with COER. For a complete list of organisations that support benchmarking worldwide, visit www.BPIR.com (available to members).

Table 2 – Organisations that Encourage and/or Facilitate Best Practice Sharing and Best Practice Benchmarking

Organisation Name	Type of Benchmarking Supported	Focus?	Contact
American Society for Quality	Best Practice Sharing – via networking and publications	United States	www.asq.org/
Benchmarking Centre	Best Practice Sharing – via networking & website Performance Benchmarking – via facilitated projects Best Practice Benchmarking – via facilitated projects	United Kingdom	www.benchmarking.co.uk/
Benchmarking Institute	Best Practice Sharing – via networking events Best Practice Benchmarking — via joint projects	United Kingdom	j-bullivant@audit-commission.gov.uk
BENSA	Best Practice Sharing – via networking events Best Practice Benchmarking — via facilitated benchmarking projects	South Africa	www.bensa.co.za/
Best Practice Club	Best Practice Sharing – via networking events, best practice directory & website	United Kingdom	www.bpclub.com/
British Quality Foundation	Best Practice Sharing – via networking events Best Practice Benchmarking — via facilitated benchmarking projects	United Kingdom	www.quality-foundation.co.uk/
COER, Massey University	Best Practice Sharing – via the BPIR.com website Best Practice Benchmarking – via the New Zealand Benchmarking Club	Global & New Zealand	www.bpir.com/ www.coer.org.nz
Gainclub.com	Best Practice Sharing – via networking events	United Kingdom	www.gainclub.com/
Institute of Quality Assurance	Best Practice Sharing – via networking events	United Kingdom	www.iqa.org.uk/
London-Excellence	Best Practice Sharing – via networking events	London	www.london-excellence.org.uk/
New Zealand Business Excellence Foundation	Best Practice Sharing – via networking events and partnership with the BPIR.com Best Practice Benchmarking — via the New Zealand Benchmarking Club through partnership with COER	New Zealand	www.nzbef.org.nz/
New Zealand Organisation for Quality	Best Practice Sharing – via networking events and partnership with the BPIR.com	New Zealand	www.nzooq.org.nz/
Public Sector Benchmarking Service	Best Practice Sharing – information resource and coordinates benchmarking projects	United Kingdom	www.benchmarking.gov.uk/
Small Business Service	Best Practice Sharing – via networking events & websites	United Kingdom	www.benchmarkindex.com/
Work Foundation	Best Practice Sharing – via networking events & Best Practice Reports	United Kingdom	www.workfoundation.co.uk/

If your organisation supports benchmarking and performance improvement on a national or international level and would like to have a close working relationship with COER please contact Robin Mann, Director, COER. Email: r.s.mann@massey.ac.nz. For COER's partners and friends that would like to appear in the next issue of COER News, and are not listed above, also contact Robin.

8. A RESOURCE TO HELP YOUR ORGANISATION UNDERTAKE PERFORMANCE AND BEST PRACTICE BENCHMARKING – www.BPIR.com

The www.BPIR.com resource, launched by COER in April 2002, continues to grow in popularity worldwide. The website now has memberships from 18 countries and is promoted by partners in six countries.

The resource can help your organisation in

- Developing and selecting appropriate performance measures
- Obtaining performance benchmarks
- Identifying and understanding the latest tools and strategies
- Identifying best practice organisations to approach and learn from
- Finding best practice information of direct relevance to your business excellence approach (whether you use a CPE, EFQM or some other approach)

And as far as we are aware it provides greater overall value than any other comparable resource. If you disagree, please let COER know!

The resource content is growing on a daily basis. Innovative changes to come on-line in February 2003 (or earlier) include

- A new home page based around an improvement cycle that enables users to clearly understand how to get the most out of the resource
- A research request facility. This encourages BPIR.com members to submit to COER particular areas of research that would be of interest to them. The most popular are selected and then researched over the forthcoming month. The outputs of this research are then included in the BPIR.com newsletter and added to the BPIR.com resource. This ensures that the development of the resource is driven by member needs.

Fig. 3 – BPIR Membership Features



<ul style="list-style-type: none">• Wide range of information - the one-stop resource• Information from all around the world• Measures – formulae, commentary, and more...• Benchmarks – 100's• Performance improvement and management tools/techniques - 100's• Best practice case studies – 100's• Baldrige snippets – 100's• Research request service• Linking to models – 3 to choose from including Baldrige and EFQM• Review of active web-sites	<ul style="list-style-type: none">• List of award winning organisations – 1000's• Full access to 600+ business periodicals (150,000+ articles)• Competitive analysis – analyse your competitors• Downloadable self-assessment tools• Self-assessment service – proven by the NZ Benchmarking Club• Research registers – be among the first to know the latest trends and findings• Partner product benefit – great deals on other recommended products• Input from centres of expertise• Value for money - incomparable
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Partners involved in the development and/or promotion of the resource include Proquest (US), Industry Week (US), The Harrington Institute (US), Emerald Library (UK), London Excellence (UK), Centre for Business Performance (UK), BENSAs (SA), New Zealand Organisation for Quality (NZOQ), and the New Zealand Business Excellence Foundation (NZBEF).

In a recent publication the New Zealand Organisation for Quality (NZOQ) published its opinion of the BPIR.com:

"In today's business environment an incessant flood of new ideas drives the constant need to change, creating unrelenting pressure on organisations to continuously reinvent themselves. Only the agile will prosper and grow as rapidly evolving customer expectations and market place innovation turn today's brilliant business solutions into tomorrow's common practices.

To remain ahead of the pack, organisations need to be permanently plugged in to the best knowledge

resources. Universities have long been amongst the best sources of new and innovative knowledge.

Now the Massey University Centre for Organisational Excellence Research (COER) has harnessed the tools of the information age to provide an unparalleled knowledge resource for business professionals and organisations seeking to meet world-class performance standards.

This service is provided by the Benchmarking and Performance Improvement Resource (BPIR). The BPIR is an on-line resource providing an immense up-to-date knowledge bank of quality management and business improvement."

To become a member of the website visit the resource at www.BPIR.com.

9. BEST PRACTICE BENCHMARKING PROJECTS MANAGED BY COER

COER researchers are working with New Zealand Benchmarking Club members on a number of best practice benchmarking projects.

Three New Zealand Benchmarking Club workgroup studies have been completed and five are in progress as of February 2003. The objectives for the completed research projects were:

- Determining how best practice companies work towards a customer focused culture (corresponding to the Customer and Market Focus category)
- Determining how best practice organisations achieve sustainable best practice leadership capability within their organisation (Leadership category)
- Determining best practice in deploying strategies (Strategic Planning category)

The objectives for the projects that are currently in progress are:

- Determining how best practice organisations decide which performance measures to use, and from this develop a generic process that will assist organisations in improving their measurement systems (Measurement, Analysis and Knowledge Management category)
- Identifying how best practice organisations create and sustain an environment in which projects can best fulfil their objectives (Process Management category)
- Determining how best practice organisations recognise and reward innovation and achievement (Human Resources focus category).
- Determining how best practice organisations identify, implement, analyse, act on and review the continued relevance of customer satisfaction measures and KPI's (Customer and Market Focus category).
- Determining how best practice organisations identify and grow leadership potential (Leadership category)

For further information concerning all of these studies please contact: Seishi Gomibuchi, Post-Doc, COER.
Email: S.Gomibuchi@massey.ac.nz.

10. BENCHMARKING CUSTOMER FOCUS

A strong customer-focussed culture is acknowledged by many in business as being a crucial factor in the day-to-day performance and ultimately the overall success of any organisation. Data from the New Zealand Benchmarking Club's 2000 and 2001 annual self-assessments against the CPE supports this view (refer to the graphs in Feature 1). Reflecting the importance of the subject, representatives of ten of the Club's 18 member organisations chose to participate in a benchmarking study on how best-practice organisations focus their organisational culture on the needs of customers.

The workgroup began the study by combing the relevant literature for a way to define and examine the subject. From this, the workgroup developed a framework that describes six characteristics of organisational culture. These characteristics provide windows, or perspectives, from which organisational culture can be examined. Through consideration of these characteristics and by following a benchmarking process of consultation, survey, and interviews, the workgroup was able to identify many common practices and behaviours which are in place in some form in organisations whose culture is focused on their customers.

The six customer focused characteristics are shown below along with a selection of specific examples of practices and behaviours the workgroup found during its series of benchmarking interviews.

1. Leadership - Customers drive organisational direction and actions

Supporting leadership practices/behaviours

- Vision, Mission and Values have a strong customer focus and are well communicated
- Senior leaders personally demonstrate their commitment through customer centred behaviours, including participating in the development of customer relationships
- Business strategy is driven by customer and market knowledge
- Senior leaders ensure their people/processes are responsive to customer needs
- The organisation is structured to meet customer needs
- A focus on customer retention and building long-term relationships

Examples of customer-focused leadership practices

- Induction courses are used to communicate and reinforce the organisation's customer-focussed expectations of staff. One organisation encourages existing staff to join the newly hired members in these sessions, which act as "refresher courses" in how the organisation's values and mission are given expression in its day-to-day operations.
- One of New Zealand's major banks provides every staff member with a small "wallet card" stating the organisation's Vision and the Bank's commitment to its customers and staff.
- A leading confectionary manufacturer uses a system of regular individual "top to top" meetings between its Managing Director and the CEOs of its major customers. Together they explore mutual opportunities and seek solutions to problems. The strategic direction set at these meetings is implemented in "trickle down" fashion throughout the two organisations to the benefit of both.

2. Listening - Customers' views are actively sought and it is easy for them to make contact/ do business

Supporting listening practices/behaviours

- Wide variety of mechanisms for customers to contact the organisation easily and effectively (e.g. 0800 number, email, website etc.)
- Wide variety of mechanisms for seeking and learning customers needs and expectations (e.g. focus groups, customer surveys, customer visits and reviews)
- Complaints process and guidelines / complaints are recorded
- Customer relationships and partnerships

Examples of customer-focussed listening practices

- Most of the organisations interviewed try to ensure that customers can talk to a "real" person. They avoid substituting technology for person-to-person contact if possible. One organisation resists giving email contacts for management staff, as they believe this medium can prove both time consuming and alienating. Several interviewed organisations decline the use of voice-mail facilities preferring that customers' calls be answered in person.
- A mail house pairs each sales representative with a customer services officer who handles the entire customer liaison and ensures each job is carried out completely to the customers' satisfaction. They believe this system allows the sales representatives to be out calling on customers with the security of knowing that all the details of jobs in progress are being handled efficiently and that the customer has someone always available to oversee the work and provide communication.
- Effective complaint handling is regarded as crucial and as an opportunity to learn and improve. A bank provides wallet-sized leaflets to instruct staff how to handle complaints and brochures for customers on how to make a complaint as well as details of the process that will be followed.

3. Analysis & Understanding - Customer expectations and their key requirements are understood

Supporting analysis and understanding practices/behaviours

- Measure the performance of product and service delivery processes
- System for capturing and storing customer information
- Analysis of surveys, customer information and complaints, including trendable results
- Use of comparative or competitive data
- Identification of key customer requirements

Examples of customer-focused analysis and understanding practices

- Most of the organisations interviewed make extensive use of customer data to understand the needs of customers. Information on all customer contacts is entered into the database. This information is often available to all appropriate staff, on-line and in real time.
- Three of the organisations interviewed sent their customer service personnel out to customers' premises to see how their services fit into the customer's production. All of the organisations interviewed encourage customers to visit them to understand how their business is handled. This interaction provides a working knowledge of what products may be of use to the customer in the future and how service offerings can be improved.

4. Integration and Deployment - Customers' expectations are acted upon

Supporting integration and deployment practices/behaviours

- Product/service design, development and delivery based on meeting the needs of the customer
- Plan and take action based on customer surveys/customer information with a focus on agility and flexibility
- Strive to "delight" the customer – add value
- Keeping customers informed
- Internally communicate actions within organisation
- Defined Service Standards and published "service promise"

Examples of customer-focused integration and deployment practices

- Organisations extensively use a team-based approach to meeting customers' needs. They also focus on tailoring products and services to meet customer needs as appropriate. A mail house forms cross-functional teams to brainstorm product improvements, problem solution and innovation. When a customer need is identified the mail house's company policy is to find a way to meet it, whether or not the product or service has ever been offered before. Teams can also include the customer and sometimes their customers so that a common approach is taken to meeting a need or working on a solution to a problem.
- Best-practice organisations have systems in place to ensure that customers are kept informed of the progress of jobs or complaint resolution. These systems are often available on-line in real-time to all staff members dealing with customers. Follow-up calls are common by sales representatives or management staff to ensure that the customer is completely satisfied with the outcome of an inquiry or complaint.

5. People - Customer-focused culture is understood and embedded throughout the organisation

Supporting people practices/behaviours

- Recruitment and induction has emphasis on customer focus
- Communication & training has emphasis on customer focus
- Performance appraisal/management of individuals including reward and recognition has emphasis on customer focus
- Employee objectives and goals aligned to meet organisational customer-focussed strategy

Examples of customer-focused people practices

- All the organisations interviewed place a strong emphasis on recruiting people who will fit in with their customer-focused culture. In two instances new employees spend time in different areas of the organisation as observers prior to attending formal induction training. At a further two the CEO or Senior Management meets with new staff members to reinforce the customer-service ethic and explain, "how things are done here".
- Staff training and development is an area of crucial importance. Best-practice organisations regard errors as possible indications of training needs rather than occasions for allocating blame.
- Employee empowerment is a key behaviour. Staff members are empowered and expected to fix problems to ensure customer needs are met.

6. Review and Improve - Customer-focus strategies, procedures and processes are regularly reviewed and improved

Supporting review and improve practices/behaviours

- Continuous review of customer-focussed strategies and approach
- Continually monitor and improve key processes which impact the customer

Examples of customer-focussed review and improve practices

- All the organisations interviewed undertook regular customer reviews. The timing of these depends on the volatility of the market they operate in. They use comparative and benchmarking information to measure their performance and identify trends.
- A bank interviewed for the study sends staff members who have shown excellence in customer service on overseas study tours to seek new practices and improvements, which can be adapted for use in their own bank. These trips are both a reward for the staff member and a fact-finding exercise for the bank.

The workgroup also identified thirteen key points and themes in the benchmarking interviews they conducted.

Customer-focussed organisations....

- ✓ have a management-driven passion for fixing problems
- ✓ treat complaint handling as a vital opportunity, empower staff to fix problems and encourage complaints
- ✓ actively follow-up when problems are found to ensure corrective action now and in the future
- ✓ proactively seek feedback from customers which may result in product / service redesign
- ✓ suggest a range of possible solutions to opportunities and problems to allow customers a choice. This can provide a different perspective and allow consideration of alternatives that may not have been thought of by the customer

- ✓ proactively advise customers how to maximise the performance and value of products/services
- ✓ seek a “fit” with their customers and look for customers who “fit” with them
- ✓ know their customers well, know their own business well and look for long-term relationships with low customer turn-over
- ✓ are strongly committed to personal contact with customers
- ✓ custom design and allow customers to “pull through” products/services they need
- ✓ are innovative and respond to challenges
- ✓ work with customers to observe their products/services in action and see how they can tailor them to best suit customers’ needs
- ✓ continuously invest in new technology and training to improve their services, capabilities, and expand their product range.

The study findings have now been collated and published in a best-practice report – see the next feature.

11. CUSTOMER FOCUS BEST PRACTICE REPORT IS NOW AVAILABLE

Are you interested in getting better business results for your organisation? Does your organisation have a customer-focussed culture? Winning organisations actively and constantly seek, embrace, foster, and strengthen a strong internal culture, which is distinctly driven by a desire to meet and exceed customer expectations. The New Zealand Benchmarking Club’s *Customer-Focussed Culture Best Practice Report* provides a unique and valuable insight into how a number of organisations are successfully doing this, producing great results for customers and their businesses alike. It identifies the key characteristics of a customer-focussed culture with examples of behaviours and practices, and offers a practical guide of “how to move towards a customer-focussed culture”.

The *Customer-Focussed Culture* marks the first release of a *Best Practice Report* by COER. This on-going series examines business practices that are of critical importance to many organisations. Authored by New Zealand Benchmarking Club Workgroups, consisting of real business people and academic researchers, these reports aim to be a leading source of informative and practical knowledge of best practices available in New Zealand and the world.

The report contains:

- Survey results
- Study findings
- A framework: customer-focussed culture
- Dozens of good-to-best practices
- Practical ideas for your organisation to use

For more details and an order form please contact: Seishi Gomibuchi, Post-Doc Researcher, COER. Email: S.Gomibuchi@massey.ac.nz.

12. BENCHMARKING PROJECT MANAGEMENT

How do organisations create and sustain an environment conducive to effective project management? A workgroup at the New Zealand Benchmarking Club is attempting to answer this question by benchmarking project management practices. Particular focus is on: how projects support the organisation’s strategic objectives; how change (external to projects) is identified and how any impact is managed; and how organisations maintain oversight and accountability for projects at an organisational level. The term used in this study for this oversight and accountability function is project governance.

As part of its initial research, the workgroup recently carried out a survey among 26 organisations: 24 from New Zealand and 2 from overseas. The first section of this survey asked respondents to evaluate the importance of listed project management practices to their organisations and then to rank those practices according to how well their organisations’ current performance fare. The other three sections enquired about policy and strategy for project selection, project management process and resources, and project performance and results.

Summary of preliminary findings

↳ Respondent organisations assigned the highest **importance** ratings to the following statements related to governance practices. The top four in order of rated importance were:

1. A project sponsor at a senior level is provided to ensure that each project receives sufficient organisational support;

2. Accountabilities and responsibilities are defined for all projects;
3. A realistic timeline is set based on the resources committed; and
4. Projects are stopped when they no longer meet organisational requirements

↪ Statements 3 and 4 above recorded the largest 'gap' between perceived importance and current performance, thus indicating the areas for greatest improvement amongst the respondent organisations.

↪ When asked to identify the assessment criteria for **selecting** projects, respondents identified the following four as the most used:

- Organisational capacity and capability (used by 91%);
- Organisation vision and strategies (87%);
- Capital /plant replacement needs (87%); and
- Financial return (87%).

↪ However, when asked to identify the criteria used for **prioritising** projects, the decisive factors somewhat changed:

- Regulatory requirement (used by 86%);
- Financial return (86%);
- Organisation vision and strategies (81%); and
- Capital / plant replacement needs (76%).

The top selection criterion, 'organisational capacity and capability', disappears from the most used list, with 'regulatory requirements' taking its place as the most used project prioritisation criterion. This may be related to the fact that Statement 3 (of the first preliminary finding), 'a realistic timeline is set based on the resources committed', recorded one of the highest gap between perceived importance and performance.

↪ Fifty-two percent (52%) of the respondent organisations have a dedicated project office. However, only 70% of the respondents believed that their project offices have the management systems / processes in place to support the management of all their projects. For many organisations, their project offices are responsible for strategic planning, information technology and systems, and product development.

↪ Sixty-nine percent (69%) of the respondent organisations formally assess project success, with the following assessment criteria the most used:

- Adherence to key project objectives;
- Adherence to project budget; and
- Adherence to project timeline.

↪ Only 59% of the organisations assess project success against organisational outcomes and 55% against strategic needs. This is in contrast with the use and importance ascribed to these criteria during the selection and prioritisation of projects, as reported above.

↪ Those organisations that perceive a weakness in the link between current project management practices and organisational outcomes are concentrating on aligning these practices with the strategic planning and development and business outcome evaluation processes. Many organisations appear to be 'grounding the mechanisms, so project management becomes a normal process for achieving goals and organisational development.'

↪ Organisations without a formal project office appear to be developing one and some organisations are working on other governance support mechanisms, e.g. steering committees, and programme management functions.

↪ The development of automated information systems to support the governance of projects, the creation of bodies of project management knowledge, and the capturing of 'lessons learnt' are governance support initiatives that were mentioned by many respondents.

↪ The recognition of project management as a career and the creation of a career path are initiatives some organisations are using as a mechanism to help improve the skills of project managers and to aid in the maturing of project management concepts and processes across the organisation.

Future work

The next step of the workgroup's benchmarking project includes site visits to seven organisations that reported notable strengths in their project management practices. The purpose of these visits is to gain a deeper understanding as to how best practice organisations in New Zealand create and sustain an

environment in which projects can best fulfil their objectives. The complete findings and conclusions of this research will be published in a best practice report.

For more details on this benchmarking project, contact: Juan Pellegrino, PhD Researcher, COER. Email: J.M.Pellegrino@massey.ac.nz.

13. OPPORTUNITY TO JOIN THE NEW ZEALAND BENCHMARKING CLUB

The New Zealand Benchmarking Club is now inviting expressions of interest from New Zealand organisations interested in joining the Club in May 2003.

The New Zealand Benchmarking Club is a joint initiative that is managed by COER, and supported by the New Zealand Business Excellence Foundation (NZBEF). The Club is comprised of eighteen organisations that are striving to meet the Club's ambitious vision of "World-class performance by members and widespread adoption of excellent business practices within NZ". The format of the Club, its processes, values, and the total commitment of its member organisations to "working together" are believed to be unique in the business world.

The Club's innovative processes are centred on benchmarking and the CPE, and include workshops for sharing best practices, workgroups for undertaking focussed benchmarking studies, benchmarking training, production of best practice reports, an annual business excellence assessment, access to www.BPIR.com, and benchmarking research support. The manner in which these services are integrated together and supported by an inclusive strategy that fully involves members, helps to ensure that the Club provides a fast-track route to sustainable world-class performance levels (as measured by the internationally recognised CPE). The Club's members aim to achieve a world-class score against the CPE of over 700 points between the years 2007-2010 (the NZ average is thought to be 200 points). If the Club achieves its ambitious vision it will raise the profile of New Zealand business throughout the world.

Current Club members are: Accident Compensation Corporation (ACC), Actionmail Ltd, Aviation Security Service, Canterbury Health Laboratories, Crop and Food Research, d-cypha Ltd, ENZAFOODS NZ Ltd, Fletcher Wood Panels, Fonterra, Hamilton City Council, Montana Wines, National Student Relations - Massey University, New Zealand Sugar Company Ltd, Philips New Zealand Ltd, R & D Solutionz, Royal & SunAlliance Ltd, Silicon Systems, and Wellington City Council.

Organisations interested in membership are encouraged to submit an "**Expression of Interest**" form to Neil Bleasdale, Benchmarking Consultant, at Massey University by **1 April 2003**. Contact Neil for a form and a Club brochure. Email: N.Bleasdale@massey.ac.nz.

14. THE GLOBAL BENCHMARKING NETWORK – RECENT DEVELOPMENTS

The Global Benchmarking Network (GBN) is a network of Benchmarking centres/clubs (from over 20 countries) set-up to foster benchmarking and promote best practice sharing worldwide. The Centres that are part of this network have a unique opportunity to tap into best practices from around the world and liaise with other leading centres.

The following organisations are represented in this Network and therefore have access to the GBN's resources:

ITEM-HSG	Switzerland	BENSA	South Africa
Centre For Excellence	Finland	Excellence Ireland	Ireland
Best Practice Institute	USA	Small Business Services DTI	United Kingdom
Hungarian Quality Institute	Hungary	CPC	Moldova
New Zealand Benchmarking Club	New Zealand	Danks Technology Institute	Denmark
Institute for Quality	India	SIQ	Sweden
Club Gestión de Calidad	Spain	IZB/IPK	Germany
Advanced Institute for Quality	Mexico	Portugese Institute for Quality	Portugal
Inst du Benchmarking	France	Benchmarking Club	Italy
National Productivity Corporation	Malaysia	Czech Society for Quality	Czech Republic
MCV	Turkey	National Productivity and Competitiveness Council	Mauritius

In an effort to spread the understanding and use of benchmarking worldwide, the GBN made some significant changes to its strategy when it met in Harrogate, UK, in October 2002. The major change is that for the first time, each country may have more than one representative organisation as a member of the GBN. It is envisaged that opening up the membership will enable more Centres to increase their expertise in benchmarking and so lead to a greater level of expertise worldwide in promoting and applying benchmarking.

If your country is not on the list above then please encourage your country's benchmarking centre/experts to apply for membership to the GBN and attend the next GBN meeting in June in Hungary.

For more information on the Global Benchmarking Network and its members visit the website at <http://www.globalbenchmarking.org> or contact: Peter Heisig, Secretary General, Email: peter.heisig@ipk.fhg.de

15. SELECTING APPROPRIATE PERFORMANCE MEASURES

When designing a performance measurement system, one of the difficulties frequently experienced by many organisations is deciding on an appropriate measure of performance. Within the BPIR.com there are examples of over a 1,000 performance measures classified in a number of ways to help organisations to select the most appropriate measure. In addition, for the most commonly used measures, the BPIR.com has partnered with the Centre for Business Performance at Cranfield University. The Centre is one of the world's leading research centres for performance measurement and has provided the BPIR with commentaries for the 250 most commonly used measures. These commentaries describe why organisations should measure performance in a specific area, how the performance can be measured, and what needs to be considered when defining the measure. An example, of one of the Centre's commentaries is provided below.

Insert 2 – Extract from www.BPIR.com

Idea Conversion Rate

Why should we measure it?

The idea conversion rate measures the rate at which new ideas are assessed and implemented successfully through improvement initiatives or directly at the point of operations.

It is important that organisations proactively seek feedback and suggestions in order to improve performance. The Develop Products and Services process and the Fulfil Demand process should both include mechanisms to encourage and facilitate the provision of ideas and feedback from all possible sources.

New ideas might relate to new products and services, improvement of current products or services, or improvement of processes.

The measure assesses the quality of ideas that are generated, measuring whether idea generation within the Develop Products & Services and Fulfil Demand processes is effective. The measure also assesses the quality of the ideas generated by the organisation's stakeholders and hence their contribution. As such it is strongly linked to the measures of 'Feedback and Suggestions' from each of the stakeholders.

To be most effective this measure should be part of an evolving measurement which is linked to the measure of idea generation and implementation. Measurement of the number of ideas / suggestions should encourage increased volume of ideas and suggestions. Once the volume of ideas and suggestions has increased the sophistication of the measure should be increased to encourage implementation of ideas and suggestions and their positive impact.

How do we measure it?

- Number of ideas / suggestions implemented in a given period
- % of ideas / suggestions that are implemented / acted upon
- Average value of ideas / suggestions implemented
- Average lead time to respond to ideas / suggestions

What do we need to consider when defining the measure?

Suggestions / feedback - are contributions made with the objective of improving the operations of the organisation.

Value of suggestions / feedback - is the value of implemented ideas or suggestions to the organisation. This may be realised through increased competitive advantage (resulting in increased sales) or improved operating efficiency or effectiveness (resulting in reduced cost). It may be possible to measure the value of improvements, although it may be necessary to make a subjective assessment of the value.

Lead time to respond - is the time from receipt of a suggestion or piece of feedback to the time action is taken. Initially this action should be acknowledgement of receipt and notification of potential time before action will be taken. There should be a standard benchmark lead time for acknowledgement.

It is important that those contributing ideas and suggestions are notified of the progress of their suggestions and are given

reasons if suggestions are not going to be implemented.

The Develop Products and Services and Fulfil Demand processes should monitor idea generation including their conversion into actions. This should include the collection of data for this measure. The process should therefore include a process or mechanism which records ideas and their progress including the results of their implementation.

The % of suggestions that are acted upon will depend on how valid or useful the suggestions are.

Improvements should be assessed in terms of savings or enhancement in cost, cycle-time and quality. In essence the idea conversion rate measure provides an indication of how effective the process of converting and implementing the upstream pool of ideas is. A Pareto analysis of implemented suggestions is often useful as this will display patterns of improvement initiatives within the company.

This commentary has been provided by the Centre for Business Performance, Cranfield University © Copyright Cranfield University. <http://www.cranfield.ac.uk/som/cbp/> and presented on www.BPIR.com

If you are particularly interested in performance measurement, then you may like to consider joining the Performance Measurement Association (PMA). This is a very active association that shares the latest news and developments in the performance measurement field. Joining the PMA's discussion forum is highly recommended, and can be done through Cranfield's web site <http://www.cranfield.ac.uk/som/cbp/>.

16. COER PARTNER SPOTLIGHT – PROFILE ON LONDON-EXCELLENCE

London Excellence, a not-for-profit membership organisation, was formed on 8th February 1999 with the objective to improve organisational performance within London, based on the criteria of the EFQM Excellence Model. Their vision is "All organisations in London are recognised as performing to world-class excellence standards" and their mission is "Leading London into Excellence"

London Excellence provides a range of services by:

- Running **networks**, which support organisations using the model at all levels and in all sectors
- Working with London **partners** to address target sectors by accessing funding for programmes to deliver improved performance using the Excellence Model
- Providing recognition of your improvement activities and giving valuable feedback about your organisation through the **Commitment to Excellence Recognition** scheme
- Delivering the **'best' programme** - Building Excellence Skills Today. Eight half-day workshops help you to develop leadership and managements skills and introduce the Excellence Model to smaller organisations in a pragmatic and focused way
- Facilitating **beta™ - Business Excellence Through Action**. beta™ supports you through an initial diagnostic and Action planning process for your organisation, using the framework of the Excellence Model
- Delivering **EMiP - Excellence Model in Practice** - a two-day workshop for people who wish to obtain a comprehensive understanding of the EFQM Excellence Model and gain practical help in how it can be used.
- Delivering **The Road to Excellence** - a one day workshop which provides an initial introduction to the EFQM Excellence Model and how it may be used to deliver continuous improvement

*** Plus London Excellence provides discounted membership to COER's BPIR.com for their members!**

With a population of over 7 million and over 665,000 businesses operating within London, London Excellence has a tremendous challenge ahead of it if it is going to make a significant impact on "Excellence" within London. It is a challenge that London Excellence is taking seriously. To find out more...

Visit the LondonExcellence website at www.london-excellence.org.uk/ or email: lexcellence@london-excellence.org.uk

17. Dr ROBERT CAMP JOINS COER'S TEAM

COER is pleased to announce that Dr Bob Camp has become an advisor to COER. This position will enable Bob to have an input into COER's direction and research activities. In particular, his expertise will prove to be of great assistance to COER's PhD researchers.

Bob is probably the most well known Benchmarking authority worldwide. He is the author of the first book on benchmarking, "*Benchmarking: The Search for Industry Best Practices that Lead to Superior Performance*" in 1989 and was largely responsible for Rank Xerox's approach to benchmarking (from the 1970's to 1980's) that became the benchmark for benchmarking.

Bob is the chairman of the Global Benchmarking Network.

18. COER'S TEAM – WHO IS WHO?

COER, formed in 2001, continues to grow. Recent additions to COER's team include the appointment of Daryl McAlinden, Marketing and Promotions Manager for the BPIR.com, Craig Dewe, BPIR.com, Researcher, Neil Bleasdale, Benchmarking Consultant working with the New Zealand Benchmarking Club, Nigel Grigg, PhD Research Facilitator, and Virgil Troy, who has just started a PhD in customer relationship management.

Figures 4 and 5 show COER's vision and the specific roles of COER's team. This is followed by a photograph of some of our team members to help you know who is who.

Figure 4 – COER's Vision, Mission, and Goals

Vision
The Centre for Organisational Excellence Research will:
◆ Be recognised for its significant role in helping New Zealand organisations achieve world-class performance
◆ Be known nationally and internationally as a Centre at the forefront of organisational excellence research
Mission
To acquire, share and apply knowledge on organisational excellence.
Goals
1. To acquire knowledge on all aspects of organisational excellence through national and international research.
2. To share knowledge on all aspects of organisational excellence through published research, reports, articles, conference presentations and via the Internet.
3. To apply knowledge on all aspects of organisational excellence through the provision of innovative and practical services.
To achieve these goals COER will form and work with a network of alliances in New Zealand and worldwide, and recruit and develop a team of talented researchers and professionals that practice the values and concepts of organisational excellence.

Figure 5 – COER’s Team Structure



Insert 3 - Photograph of COER's Happy Team



COER's Team. Back row from left to right, Steve Welch, Daryl McAlinden, Seishi Gomibuchi, Max Saunders, and Robin Mann. Front row. Craig Dewe, Bronwen Bartley, Juan Pellegrino, Erica Holtsbaum and Nicky Campbell-Allen. Missing – Virgil Troy, Jo Innes, Neil Bleasdale and Nigel Grigg.

19. OPPORTUNITY TO JOIN COER'S TEAM - PHD RESEARCHERS AND A RESEARCH DIRECTOR/OFFICER ARE WANTED!

COER is interested in hearing from graduates that are interested in undertaking PhD research on improving organisational performance. At present, COER has the following vacancies for PhD research focusing on:

- The activities of Benchmarking Centres worldwide and approaches to benchmarking to help the New Zealand Benchmarking Club become more effective in delivering a quality service to Club members.
- Identifying methods for effective Action Planning stemming from Business Excellence self-assessments or evaluations. At present little guidance is given on this critical stage of the self-assessment process.
- Determining the relevance of the CPE, and CPE self-assessment, to small organisations (less than 20 employees).
- Analysing the relationships between CPE business enablers and results. This research will prove to be immensely valuable in understanding the inter-relationships between the CPE Categories and Items. Access will be given to COER’s database of self-assessment data.
- Developing a benchmarking and performance improvement methodology for New Zealand Benchmarking Club members. Working with Club members the researcher will develop and trial a practical approach to fast-track performance improvement for Club members.
- Best Practices in Performance Measurement. The specific topic will be selected in consultation with the New Zealand Benchmarking Club to ensure that the PhD will have practical relevance.

For all PhD's, scholarships of NZ\$23,000 per annum tax-free will be sought (but can not at this stage be guaranteed). PhD fees of NZ\$1,700 per annum will need to be paid by the student. Only, B+ honours and first-class honours degree holders need apply.

For more information and an application form contact Dr Seishi Gomibuchi, COER. Applications need to be received by 30 March 2003. Email: S.Gomibuchi@massey.ac.nz.

COER is, in the near future, going to be recruiting a Research Director/Office to oversee the research of COER's team of PhD researchers. *If you are interested in this position, and have a doctorate and relevant work experience, please contact Robin Mann, Director, COER. Email: r.s.mann@massey.ac.nz.*

20. COER'S BENCHMARKING TOUR OF NEW ZEALAND

In March, COER's team are inviting organisations to attend its benchmarking events to be held throughout New Zealand. These events, supported by the Ministry of Economic Development, will provide a great opportunity for organisations to learn more about

- benchmarking
- best practices in areas such as Leadership and Customer and Market Focus
- the New Zealand Benchmarking Club
- the BPIR.com
- and COER's research findings on how key business drivers interact and impact on the bottom-line.

Location	Date	Time
Christchurch	13 March	6.00pm
Nelson	14 March	12.30pm
Dunedin	14 March	12.30pm
Wellington	18 March	7.30am
Palmerston North	18 March	6.00pm
Napier	18 March	6.00pm
Tauranga	19 March	6.00pm
Hamilton	19 March	6.00pm
Auckland	20 March	7.30am
Auckland	20 March	6.00pm

To book your place please contact Neil Bleasdale, Benchmarking Consultant, COER. Email: N.Bleasdale@massey.ac.nz. Spaces are limited, so please book early to avoid disappointment.

21. COER TO PRESENT AT THE NEW ZEALAND BUSINESS EXCELLENCE FOUNDATION'S KNOWLEDGE HOURS IN APRIL

COER will be presenting at the NZBEF Knowledge Hours in Wellington (15 April), Christchurch (15 April), and Auckland (16 April). *For more information on these events please contact Barbara Nichols, NZBEF. Email: barbara.nichols@nzbef.org.nz*

22. NEW ZEALAND'S INAUGURAL BENCHMARKING CONFERENCE – 5/6 AUGUST 2003

On the 5th and 6th August 2003, New Zealand's first Benchmarking Conference will be held. The conference, organised by COER, will be action packed with practical ideas and methods on how to improve the performance of your organisation. The conference will draw upon the New Zealand Benchmarking Club's benchmarking studies into best practices on Leadership, Strategic Planning, Customer and Market Focus, Measurement, Analysis, and Knowledge Management, Human Resource Focus, and Process Management. There will be presentations in all these areas from organisations that have been identified as best in class through the Club's benchmarking studies. In addition, at the conference COER will be launching the Benchmark Index in New Zealand. The Benchmark Index will enable, for the first time in New Zealand, organisations to benchmark their performance across a wide range of performance measures against a large database of international organisations and a growing database of NZ organisations.

One of the highlights of the conference will be the address given by Dr Bob Camp from the United States. Bob is largely responsible for putting benchmarking at the forefront of management techniques through his work with Rank Xerox in the 1970's/80's and the publication of his best selling business books on₁₈

benchmarking. Bob will be staying on after the conference to deliver a two-day benchmarking workshop that all delegates are welcome to attend.

The conference will be held in Auckland.

To be on COER's list to receive a conference brochure please contact Neil Bleasdale, Benchmarking Consultant, COER. Email: N.Bleasdale@massey.ac.nz.

23. FORTHCOMING EVENTS AND CONFERENCES

- NZBEF's Showcase of Excellence (of Award Recipients) – 12 February, 2003.
Email: barbara.nichols@nzbef.org.nz.
- COER's Benchmarking Tour of New Zealand – March, 2003, NZ-wide.
Email: N.Bleasdale@massey.ac.nz.
- NZBEF's Knowledge Hours – Monthly, NZ-wide.
Email: barbara.nichols@nzbef.org.nz
- Values Driven Organisations – 28-30 May, 2003, Rotorua Convention Centre, NZ.
Email: Quality@NZOQ.org.nz
- New Zealand's Inaugural Benchmarking Conference – 5/6 August, 2003, Auckland, NZ.
Email: N.Bleasdale@massey.ac.nz.
- Dr Bob Camp's Benchmarking Workshop – 7/8 August, 2003, Auckland, NZ.
Email: N.Bleasdale@massey.ac.nz.
- First International Conference on Performance Measures, Benchmarking, and Best Practices in the New Economy, June 10-13, Portugal.
Visit: www.dps.uminho.pt/bex03

24. SUBSCRIBE TO COER NEWS

If you would like to receive future copies of this free newsletter and you are not already on our emailing list please send your contact details (including email address) to *Robin Mann, Director, COER*, r.s.mann@massey.ac.nz or visit www.BPIR.com homepage to register your subscription. Also, if you want to unsubscribe from COER's mailing list, again please inform Robin.

25. FUTURE ISSUES OF COER NEWS

The frequency of publication will depend on the availability of new material. The intention is to publish at least once every six months.

Thank you for reading COER NEWS.

For more information on COER please contact:

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COER NEWS

Editor – Robin Mann

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