

COER NEWS UPDATE (October 2009)

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

Welcome to this issue of COER NEWS – the free newsletter produced by the Centre for Organisational Excellence Research, New Zealand.

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The Centre for Organisational Excellence Research describes the name of the group within which the following entities operate:

COER, Massey University is the RESEARCH arm and focuses on "Acquiring Knowledge". It administers doctoral research programmes in business excellence and benchmarking.

COER Limited is the CONSULTANCY arm and focuses on "Applying Knowledge". It provides consultancy services in business excellence and benchmarking.

BPIR.com Limited is the KNOWLEDGE TRANSFER arm and focuses on "Best Practice Sharing" through its website.

*Dr Robin Mann is the founder/director of the above entities.
COER Limited and BPIR.com Limited are independent of Massey University.*

All parts of COER assist in disseminating COER's work through seminars, conference presentations, and a range of publications.

1. Which improvement tools should be used on the journey to business excellence?

Numerous business improvement initiatives can be used by organisations to improve quality, productivity, and sustainability on the road to achieving excellence. These initiatives can take the form of approaches, systems, tools and/or techniques such as Six Sigma, Lean, ISO9000, ISO14000, Business Process Reengineering, and Benchmarking. The right initiative(s) to use can vary according to on several factors, which include the current maturity level of the organisation, organisation type and size, and the capabilities and responsibilities of the workforce. In addition, people often lack a clear understanding of when, where and how to implement such initiatives.

Research at COER is being undertaken to help organisations select suitable initiatives dependent on the context. As part of this research organisations are encouraged to participate in a survey. The survey attempts to identify where the main business improvement initiatives should be used according to the following areas: leadership and social responsibilities, strategy and policy, customers, processes, workforce, and partnerships and resources.

How much time does it take?

It will take between 5 to 60 minutes of your time to complete depending on your knowledge and experience of different business improvement initiatives. There are 53 main initiatives listed in Section 2 of the questionnaire. You are not expected to answer all the listed initiatives. Instead, please focus on the initiatives with which you are familiar. If you are only familiar with two or three initiatives, it will probably only take you 5 - 10 minutes to complete the survey.

What benefits will I get?

If you have completed the questionnaire and request form, you will be sent a copy of the survey findings. The findings will help your organisation to decide on which improvement tools to use in the future.

How do I participate?

To take part in the survey, please answer the on-line questionnaire at www.surveymoz.com/s/140713/initiative by October 20, 2009. For further information, contact Musli Mohammad, PhD candidate, COER, at M.Mohammad@massey.ac.nz.

2. The role of organisational and national culture on business improvement initiatives

Studies show that organisational culture plays a key role in sustaining the effectiveness of continuous improvement approaches such as TQM, Lean, and Six Sigma. In the past, this is why many approaches to implementing continuous improvement were accompanied by cultural change programmes, with the aim of creating a more appropriate organisational culture. The failure to embed continuous improvement in the organisational culture has often been identified as one of the key obstacles to the successful implementation – and the sustained success – of programmes in the past. However, prominent researchers in cross-cultural management have found the culture of an organisation to be largely a function of the national culture in which it is embedded. Therefore, despite the universal applicability claims of TQM and Lean proponents, it is reasonable to ask whether the feasibility of shaping organisational culture to suit the needs of continuous improvement has often been overestimated in the past.

Purpose and approach

A current doctoral research project at COER is seeking answers to these questions using a multiple-case methodology. This is likely to involve case studies in manufacturing facilities located in different national cultures. Within each case, a two-step approach has been developed as a pragmatic and systematic way to study culture and its impact on continuous improvement practices.

Benefits from participating in the research

Insights by the researcher into the cultural change process, and how this relates to operational practices, will not only help advance scientific understanding, it will also facilitate business improvement in the participating sites. The researcher will share his findings through:

- a) Briefing sessions to update the participating organisation on research progress during the conducting of the case studies.
- b) Access to a case summary report showing the findings from the research conducted leading to:
 - an enhanced understanding of company culture at different manufacturing sites
 - potential areas of improvement
 - facilitation of knowledge transfer between sites.
- c) Summary report of research findings from the whole PhD programme, providing leaders with insights to help them lead more effectively in the given culture. Understanding cultural issues will help organisations to:
 - appreciate the possibilities and limitations of culture change
 - better select which improvement tools to use
 - increase the likelihood of successful improvement tool implementation through consideration of cultural issues.

Participation in the study is free of charge but places are limited. If you are interested in having your organisation participate in this research project as a potential case study, please contact the researcher, Jurgen 'Phil' Wagner, at J.P.Wagner@massey.ac.nz.

3. Two COER researchers graduate

After years of hard work and commitment, Dr Nihal Jayamaha and Dr Virgil Troy, two members of COER, were awarded their doctorates on Monday, May 11.

Nihal was researching the validity of the Baldrige Framework, the Singapore Quality Award Framework, and the Australian Business Excellence Framework, while Virgil was researching the Anatomy of a Customer Relationship Management (CRM) Initiative within an electricity lines company. Congratulations to both of them!



COER team, from left to right: Musli, Nihal, Ahmed, Jurgen, Robin, Nigel, Nicola and Virgil.

4. Doctoral research study to focus on “the triggers for business excellence”

COER is pleased to announce that Grant Regan is joining its PhD team. Grant, who already has a PhD, wants to do another one! Grant describes himself as a life-long professional student and coach of Organizational Development (OD) and Effective Change Management Solutions. He currently conducts Organizational Development contracts for Zayed University’s Institute for Community Engagement in Abu Dhabi.



The proposed research study aims to establish an often ignored – but urgently needed, empirically researched, and ultimately proven – statistical resource of key “successful organizational performance conative technologies” for future organizational excellence planning and development. The ultimate goal is to identify the most successful methods for promoting and increasing the uptake of business excellence (particularly in the UAE).

Conative is identified here as that final motivational “trigger” that actually *makes it happen* (i.e. not cognitive or affective). It is a term used for a component of the mind originally discussed by Socrates and Aristotle. It is a component now researched mainly at Arizona State University. Grant will be presenting his initial research ideas at the Global Benchmarking Network conference in Bahrain, October, 27-28. Further information about the conference is available at www.GBN.BahrainQuality.org; Grant can be contacted at: Grant.Regan@zu.ac.ae.

5. Call for help from doctorates for research project

Dr Robin Mann, on behalf of the Asian Productivity Organisation (APO), is undertaking research throughout Asia to identify the value and impact of business excellence frameworks (otherwise known as quality award frameworks). See Section 8 for details.

Hundreds of organisations, business excellence adopters and award winners will be participating in the research, generating substantial research data. COER is seeking a researcher to lead the writing of research papers based on this unique dataset. Authorship of the papers will be shared by the researcher and Dr Robin Mann. There is no payment/grant available for this work – however, it provides the researcher with an opportunity to write several papers based on a unique dataset. Approval of the researcher’s involvement will be sought from the APO as part of the appointment process.

A proven record of publishing in high-ranking international journals is required. If interested, please contact Robin Mann, r.s.mann@massey.ac.nz.

6. PhD opportunities in best practice and business excellence research

Are you interested in conducting research that will help organisations improve their performance? Research can be conducted in all facets of quality and organisational improvement. Examples of potential projects, as well as information on how to apply, can be found on the COER website www.coer.org.nz/research-opportunities.

The study fee for domestic and international students is approximately NZ\$5,000 per year at Massey University, providing you are prepared to live in New Zealand for the majority of the time you are studying. However, if you are an international student and wish to study whilst living in your own country, then international fees will apply. PhD’s at New Zealand Universities are highly valued and comparable in status to PhDs at Australian and UK Universities.

7. An innovation in benchmarking – TRADE Best Practice Benchmarking

This article describes the payback from benchmarking, and introduces COER's TRADE Best Practice Benchmarking Methodology.

What is the payback from benchmarking?

Benchmarking is very important if an organisation wishes to compete nationally and internationally – it makes sense for an organisation to have management processes and systems of a similar or better standard than its competitors. Certainly, business excellence models, which are used in more than 80 countries to encourage companies to apply the principles of business excellence, have as a core element the need for organisations to benchmark, identify performance gaps, and learn from others. The most popular business excellence models are the Baldrige Criteria for Performance Excellence (developed in the United States, where benchmarking accounts for approximately 50% of the model score) and the European Foundation for Quality Management (EFQM) Excellence Model.

There are many case studies focusing on success gained through benchmarking. The best known of these describe the experience of Xerox, who were the pioneers in applying benchmarking concepts (Dr Robert Camp, previously of Xerox, wrote the first book on benchmarking in 1989). Faced with ruin because their Japanese competitors were more efficient, Xerox first undertook performance benchmarking in the late 1970s and early 1980s; their findings were astonishing. Xerox discovered that:

- its ratio of indirect to direct staff was twice that of direct competition
- it had nine times more production suppliers
- assembly line rejects were in the order of ten times worse
- product time to market was twice as long
- defects per 100 machines were seven times worse.

To address this crisis situation, Xerox developed its benchmarking approach to not only identify performance gaps but to also learn why other organisations were performing better. Much of this learning came from studying the practices of organisations from outside their industry, which often resulted in identifying breakthrough practices. For example, Xerox benchmarked L.L. Bean, a Maine outdoor sporting goods retailer, because of their excellent warehouse procedures; these are now the standard at most companies. In total, over a period of ten years, almost 230 performance areas were benchmarked. This resulted in Xerox becoming an industry leader and being recognised as world class. Xerox won the Malcolm Baldrige National Quality award in the United States in 1989.

For best practice benchmarking, the payback can be calculated on a project-by-project basis. Payback, from a financial perspective, is likely to vary according to the specific aims of the project. If projects are carefully selected, planned, and managed, there is no reason why major benefits (both financial and non-financial) should not be obtained. A Global Benchmarking Network study of 57 organisations using best practice benchmarking indicated that 20% of organisations were obtaining an average financial return of more than \$250,000 per project (a summary of the GBN study can be accessed at www.bpir.com/component/Itemid,143/option,com_mojo/cat,5/ - titled "Findings from a global survey on business improvement and benchmarking" with the full report available to BPIR.com members).

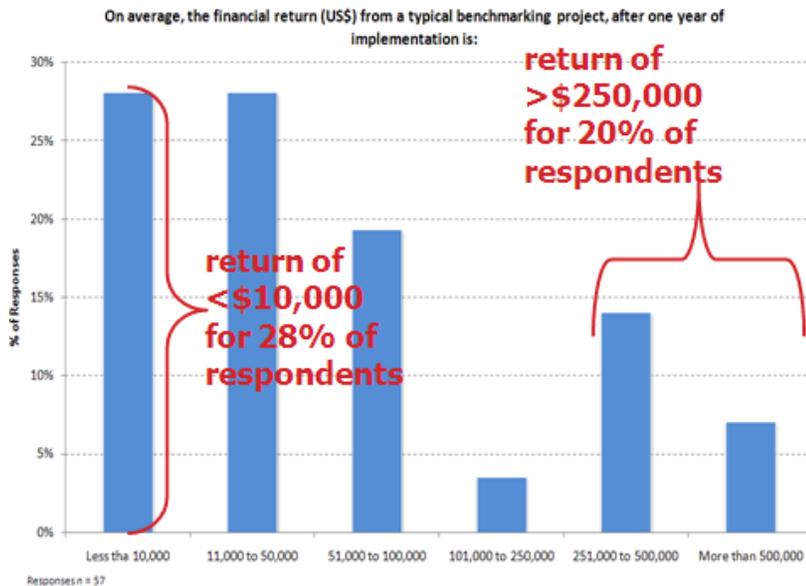


Figure 1: Financial Returns from Best Practice Benchmarking

Alarmingly however, 28% of organisations were obtaining benefits of less than \$10,000 per project. Whilst not all benchmarking projects are designed for financial benefits, this was still worrying. On closer analysis of the survey feedback, it became evident why some organisations were able to obtain substantial benefits from benchmarking while others were not. It is likely that the low returns for some organisations were due to the following:

- 25% of respondents using benchmarking had not been trained in benchmarking, while another 30% of respondents indicated that “only a few of the employees had received training or that training was rarely given”
- 30% of respondents using benchmarking did not follow a particular benchmarking methodology when conducting benchmarking projects
- 25% of respondents did not follow (or rarely follow) a benchmarking code of conduct when undertaking a benchmarking project
- 30% of respondents “did not, rarely or sometimes” develop a project brief for their benchmarking project specifying the aim, scope, sponsor and members of the benchmarking team – thus indicating poor project planning
- only 30% of respondents indicated that more than 60% of their projects resulted in implementing best practices within their organisation. Therefore, many organisations are either not identifying best practices through benchmarking or not implementing the best practices they find
- 35% of respondents did not (or rarely) undertake a cost and benefits analysis of the project once it had been completed.

Methodologies for Best Practice Benchmarking

To increase the success rate of benchmarking, COER is now supporting its TRADE Best Practice Benchmarking (www.coer.org.nz/trade) and training with a certification scheme. This certification scheme is the first to be offered in benchmarking, thus recognising the need to advance the professionalism of this field.



Figure 2: TRADE Benchmarking Certification

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:

- **T**erms of Reference (plan the project: aims, objectives, scope, resources, cost/benefit analysis)
- **R**esearch (research current state/performance)
- **A**ct (undertake data collection & analysis – to compare against others)
- **D**eploy (communicate and implement best practices)
- **E**valuate (evaluate the benchmarking process and outcomes to ensure the project has met its aims).



Figure 3 – TRADE Best Practice Benchmarking Methodology

Companies within New Zealand, the United Kingdom, the United Arab Emirates, Singapore, and Taiwan have been trained in the use of this methodology. In Singapore, the methodology has become the preferred methodology for the public sector and is supported by the Civil Service College.

Benchmarking workshops on TRADE are scheduled for Edinburgh, London, Bahrain, Kuwait, Singapore, and the United Arab Emirates. For more information, refer to Section 15 – the Events section of the newsletter.



TRADE training in Taiwan and Singapore.

8. The impact of business excellence/quality awards – an international study

On behalf of the Asian Productivity Organisation (APO), Dr Robin Mann is undertaking research throughout Asia to identify the value and impact of business excellence frameworks (otherwise known as quality award frameworks). These frameworks are often supported and promoted by government institutions, industry associations, and national productivity organisations as tools to raise the long-term competitiveness and sustainability of businesses.

This research aims to identify the relevance of business excellence for long-term competitiveness and sustainability in the region. It also aims to see what, if any, changes to the frameworks are required in terms of their design or application. In addition, the research aims to identify the help that companies require on their journey to business excellence.

The research focuses on 5 countries: India, Japan, Singapore, Taiwan and Thailand. Participant organisations will be from the private sector and range from early adopters of business excellence to award winners. For the purposes of the study, an adopter is an organisation that has undertaken at least one assessment (either self-assessment or external assessment) of its performance using a business excellence framework.

The research began in mid-September with a series of workshops held in India, Singapore, Thailand, Taiwan and Japan. At least 20 companies per country attended these workshops to participate in group discussions and to complete a comprehensive survey. In addition, the leaders of award-winning companies were interviewed.

The research findings are expected to benefit:

- participating companies in terms of aiding their understanding of business excellence, its application and benefits
- participating countries in terms of improved performance by companies leading to greater economic prosperity
- business excellence service providers (e.g. national productivity organisations) as it will assist them in providing relevant services to assist companies on their journey to excellence
- Asia as a whole, as a result of the Asia-wide strategies and services that will be put in place by the APO to help more companies advance in terms of excellence.

This project will add to COER's research and expertise in national award programmes. In 2006, COER undertook a review of the national business excellence strategies of 16 countries with the support of SAI Global (the custodians of business excellence in Australia) and the Global Excellence Model Council www.excellencemodels.org. The findings from this project resulted in a number of research papers, some of which can be accessed from the COER website: www.coer.org.nz/publications.



Workshops in Thailand & India, & interview with TXC senior management in Taiwan.

9. Is your company based in India, Singapore, Thailand, Taiwan or Japan?

If your company is based in one of the above countries and has undertaken at least one assessment (either self-assessment or external assessment) of its performance using a business excellence framework, please consider participating in the Asian Productivity Organisation research project (see Section 8). As a participant your organisation will be sent a copy of the results of the study.

Contact apo@coer.org.nz and you will be sent a link to an on-line survey to complete. The survey can be provided in English, Chinese, Japanese or Thai. One survey should be completed per company. Therefore, the survey responses should reflect the company's viewpoint. (N.B.: if your company has independent business units, each of these may complete a separate survey.)

The survey should be completed by a person (or team of people) who has a good understanding of your company's business excellence approach, as well as its impact on your company's performance. This person(s) is likely to be a member of your senior management team or will have obtained its views.

10. Business excellence tools for self-assessment

In the last 10 years, more than 300 organisations have undertaken at least one of COER's business excellence self-assessments. COER supports two types of self-assessment: BPES (the Benchmarking and Performance Excellence Self-Assessment) and ASSESSOR.

These tools assess performance in the following areas:

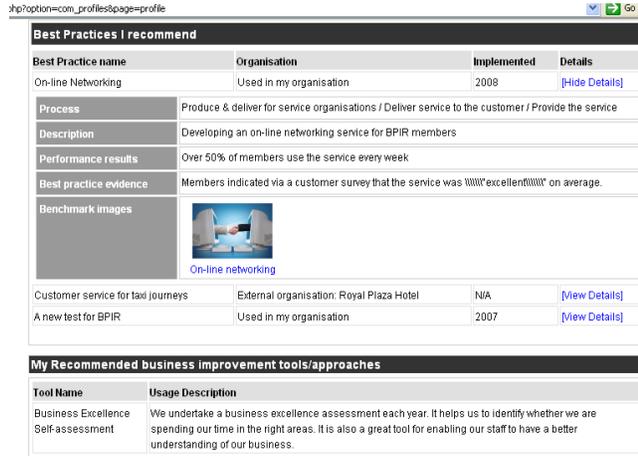
- leadership
- customer and market focus
- human resources
- business results
- strategic planning
- measurement, analysis, and knowledge management
- process management.

For further information about COER's business excellence self-assessment tools, visit www.businessexcellencetools.com.

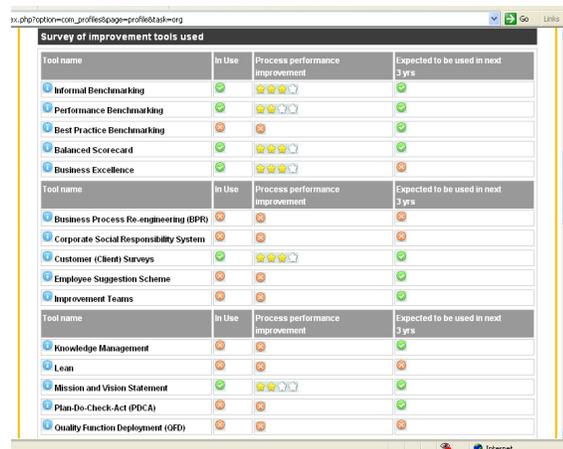
11. Social/business networking and business improvement

At last the wait is over.... In the past, BPIR.com was solely an information resource – it contains one of the largest collections of best practices, benchmarks, quality tools, and self-assessment tools on the web. However, with recent developments in web technology and the growing interest in online networking, we are now rolling out the second phase of development. **This will transform the BPIR into an information and networking resource with unique facilities for business people.**

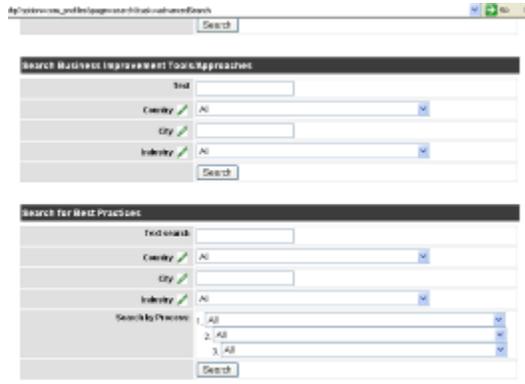
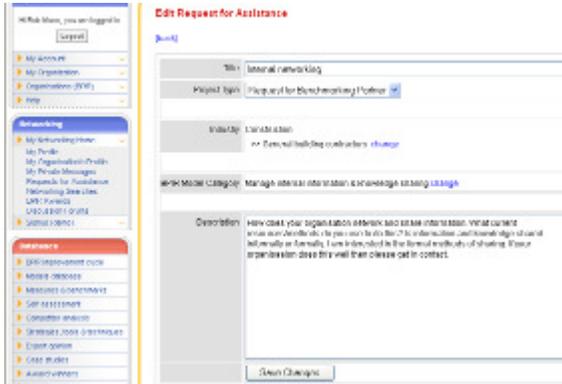
A description of some of the features is provided below:



Create a personal profile: Add your experience, education, interests, describe best practices within your organisation (including a description, results achieved, evidence that it is a best practice, photos and videos) or that you have seen elsewhere, and describe what business improvement tools you have experience of using.



Create an organisational profile: Provide details on size/industry and list the business improvement tools used within the organisation from 20 commonly used tools. If you have more than one person using BPIR within your organisation, this area of the resource will collate the best practices used throughout the organisation.



Submit "Requests for Assistance" to other members when looking for consultancy help, general advice, benchmarking partners, requests for tenders or working on joint projects.

Networking Searches: Search for, and make valuable contacts with, people with specific expertise or organisations that have best practices or use improvement tools of interest. Searches can be by country, region, industry, and process. In addition, text searches can be performed.

Already, the new networking facilities have been made available to BPIR.com users from SPRING Singapore, the Emirates Quality Association, and the British Quality Foundation.

For more information on these changes and the developments in social networking, refer to the BPIR.com blog. Here you will find links to interesting articles such as:

Social networking sites good for business - Good news for workers addicted to Facebook, Bebo, and MySpace, a British think-tank says bosses should not stop their staff using social networking sites because they could actually benefit their firms. The report by Demos said encouraging employees to use networking technologies to build relationships and closer links with colleagues and customers could help businesses rather than damage them...read more at www.bpir.com/component/Itemid,143/option,com_mojo/cat,9/

Melbourne University's Dr Brent Coker says workers who surf the internet for leisure, known as **"Workplace Internet Leisure Browsing" (WILB)**, are more productive than those who don't... read more at www.bpir.com/component/Itemid,143/option,com_mojo/cat,9/

In a recent article, Patrick Stafford said that **if a business doesn't have a social networking presence, then it is already behind** and may be hit hard by being late in jumping on the trend. The article drew on a range of experts who identified the next 15 social networking trends as being:

1. Social networking goes mobile.
2. True business networking goes online.
3. Social networking search allows advertisers to target.
4. Social networking takes on traditional e-mail.
5. Advertisers must converse, not just sell.
6. Networks get smaller. ... read more at www.bpir.com/component/Itemid,143/option,com_mojo/cat,9/

12. Supply Chain Management, Enterprise Risk Management, and Strategy Deployment Metrics

The three topics above were the latest to be added the BPIR.com Management Brief series. Free HTML copies of these can be found at www.bpir.com/management-briefs/index.php.



The next topic is Organisational Ethics. This will be ready by October 15, 2009.

13. BPIR.com Limited's growth plans – partner search

Since BPIR.com Limited spun out of Massey University, its reputation and membership have continued to grow. It now has more than 10,000 members worldwide, and product developments such as the new networking service have seen the website become a leader in providing benchmarking and networking services.

Other new services such as Plan4Success (www.bpir.com/total-quality-management-your-quality-journey-bpir.com.html) are planned. Plan4Success will assist organisations in setting their vision, mission, values, and objectives, and help them to align, measure and define their processes. The target market for the website is SMEs, although it will also benefit large organisations and business units in reviewing their performance management systems, and can be adopted by internal groups/processes/departments. It would also be extremely useful for business consultants/advisors when advising SMEs.

To fast-track product development and growth plans, BPIR.com Limited is requesting interest from:

- Membership associations or government bodies who would like to offer BPIR services to their members and/or networks of organisations, and/or SMEs using a branded version of the BPIR service
- Organisations that might be able to assist BPIR in meeting its growth plans through a joint-venture and/or adding other capabilities to BPIR.com Limited.

If you are interested in these opportunities, please contact Steve Welch, Managing Director, steve@bpir.com.

14. "Must Attend" events

The 4th International Benchmarking Conference, October 27-28, Bahrain

GBN's annual Best Practice Conference, www.gbn.bahrainquality.org, brings together various leading organisations and business professionals from around the globe. It provides an excellent platform for sharing and exchanging views, ideas, experiences and techniques involved in attaining higher performance levels in organisational operations. This is a unique opportunity to learn from some of the world's top speakers in the benchmarking field.

Bahrain, the host country, is a small island in the Arabian Gulf. It was the first country in the Gulf to have a public school system, the first in oil discovery, and the first F1 racing circuit. Bahrain also boasts the largest modern aluminium smelter in the world, represents the financial hub of the region, and is centrally located between Europe and the Far East, which makes it an ideal location for stopovers.

Business Excellence Global Conference, November 3-5, Singapore

This is a truly unique event, supported by award winners and administrators of business excellence from around the world, including EFQM, Baldrige, the Japan Quality Award, SQA, India, Thailand, Australia and many more. If you wish to have a global perspective on how to become competitive, then this is the conference for you!

At the conference you will hear from:

- Baxter (two-time Singapore Quality Award (SQA) Winner)
- Grundfos Management A/S (EFQM Excellence Award Winner – Europe)
- Hobart City Council (Australian Business Excellence Award Winner)
- Newtel LLC (Japan CRM Association Best Practice Award Winner)
- Tata Group, India (CII-EXIM Bank Award for Business Excellence Winner)
- Thai Acrylic Fibre (Thailand Quality Award Winner)
- Singapore Police Force (SQA with Special Commendation Award Winner)
- ST Engineering (SQA with Special Commendation Award Winner)

For further information, go to www.beconference.com.sg and register now!

4th International Quality Congress Middle East, March 22-24, 2010

The Congress is coordinated and organized by the e-School of Business & Quality Management at Hamdan Bin Mohammed e-University. The Congress is expected to attract more than 800 attendees. Some congress participants will be coming to share their innovative ideas; others are coming to learn new skills and hear about new opportunities; and still others want to explore the diversity of viewpoints to be found at QC4.

Call for Papers

The main theme of the conference is Innovation and Quality Management. Those wishing to present a paper or join a panel discussion are required to submit their abstract in 100 words, together with a brief resume (100 words), contact details, and a passport-size colour photograph. All papers should be A4 size, in Microsoft Word format (in Times Roman, font size 10) and sent by e-mail. The paper abstract and the brief resume must be e-mailed to QualityCongress@hbmeu.ac.ae by October 15, 2009. The final date for submission of full papers is January 15, 2010.

15. Forthcoming events

Date	Event	Location	Contact
October/ November 2009	Professional Benchmarking – TRADE – presenter Dr Robin Mann	United Arab Emirates	Organised by the Emirates Quality Association. To register, contact Warida Meliani at w.meliani@eqa.ae .
October 27-28, 2009	4 th International Benchmarking Conference	Bahrain	Organised by the Bahrain Quality Society and Global Benchmarking Network: gbn.bahrainquality.org .
November 3-5, 2009	Business Excellence Global Conference	Singapore	Organised by SPRING Singapore: www.beconference.com.sg .
November 20, 2009	2009 National Business Excellence Awards Gala Luncheon	Auckland, New Zealand	Organised by New Zealand Business Excellence Foundation: www.nzbef.org.nz
November 25, 2009, 10.00am GMT	Knowledge Management Champions Webinar Series – One Hour.	Worldwide	Organised by Benchmarking Partnerships and BSC Management Services: www.benchmarkingpartnerships.com.au <i>*BPIR.com members receive 25% discount*</i>
November 26-27, 2009	Professional Benchmarking – TRADE – presenters Dr Robin Mann & Ray Wilkinson	Edinburgh, Scotland	Organised by the Best Practice Club and Quality Scotland. To register, visit www.bpclub.com .
December 2-3, 2009	Professional Benchmarking – TRADE – presenters Dr Robin Mann & Ray Wilkinson	London, England	Organised by the Best Practice Club and London Excellence. To register, visit www.bpclub.com .
February 14-15, 2010	Professional Benchmarking – TRADE – presenter Dr Robin Mann	Bahrain	Organised by the Bahrain Quality Society. To register, contact ahmed@bahrainquality.org .
February 18-19, 2010	Benchmarking Roadshow	Mumbai, India	Organised by the BestPrax Club and Global Benchmarking Network. To register, contact suresh@qimpro.com .
February 21-22, 2010	Professional Benchmarking – TRADE – presenter Dr Robin Mann	Kuwait	Organised by Gulf Lead Consultants. To register, contact basma@glc-im.com .
February 25-26, 2010	Professional Benchmarking – TRADE – presenter Dr Robin Mann	Singapore	Organised by COER Limited: To register, contact Robin Mann at trade@coer.org.nz .
March 22-24, 2010	4th International Quality Congress Middle East	United Arab Emirates	Organised by Hamdan Bin Mohammed e-University: www.hbmeu.ac.ae .

To see details of more than 60 management, quality, business excellence, and benchmarking events taking place all around the world, visit the events calendar at www.bpir.com. You can also add your own events to the calendar.

16. Past conferences – business excellence in higher education



Dr Robin Mann, Bob Osterhoff, Professor Jens Dahlgaard, Linköping University, and Professor Sumi Dahlgaard, Lund University, were keynote speakers at two conferences in Taiwan: the "Business Excellence Conference," on August 12, and "Performance Excellence for Higher Education," on August 14.

Both conferences were well attended. It was pleasing to see the interest in business excellence among Taiwan's Universities. Two universities have won Taiwan's award for business excellence: Tamkang University and Yuan Ze University. These two Universities serve as an excellent example for other institutions. The presidents and senior staff from both universities were at the conference, and delivered presentations to share their journey of excellence.

17. MEQA newsletter - first issue

The Middle East Quality Association has just launched its first newsletter. The Middle East Quality Association (MEQA) is an association of National Quality Societies of the Middle East.

To obtain a copy of its newsletter and to receive future copies contact Kamran Moosa, kamranmoosa@piqc.com.pk.

18. Subscribe to COER News

If you would like to receive future copies of this free newsletter and are not already on our e-mailing list, please send your contact details (including e-mail address) to Dr Robin Mann, COER, r.s.mann@massey.ac.nz or visit the BPIR.com homepage to register your subscription.

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

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