

COER NEWS

A newsletter to inform you of COER's research activities and services in organisational excellence and benchmarking

Issue No.1

January 2002

The number of research activities and services developed by Massey University in the area of business improvement has grown substantially over the last three years. The University has recognised that there is a need to share its research outputs and services in the field of organisational excellence and benchmarking more widely. This has led to the publication of this first issue of COER News.

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1. THE NEW ZEALAND BENCHMARKING CLUB'S BUSINESS EXCELLENCE RESULTS FOR 2002

The New Zealand Benchmarking Club was formed in May 2000, through a partnership between Massey University and the New Zealand Business Excellence Foundation (NZBEF). The Club is composed of seventeen diverse organisations, striving to achieve an ambitious vision of "World-class performance by members and widespread adoption of excellent business practices within New Zealand".

As part of being a member of the Club each organisation is committed to completing the Club's annual self-assessment against the Baldrige Criteria. The annual self-assessment enables the Club to monitor its progress in achieving its vision. More importantly the assessments enable the strengths and opportunities of member organisations to be identified. This information helps members to identify those organisations to learn from and leads to the development of effective action plans for improvement.

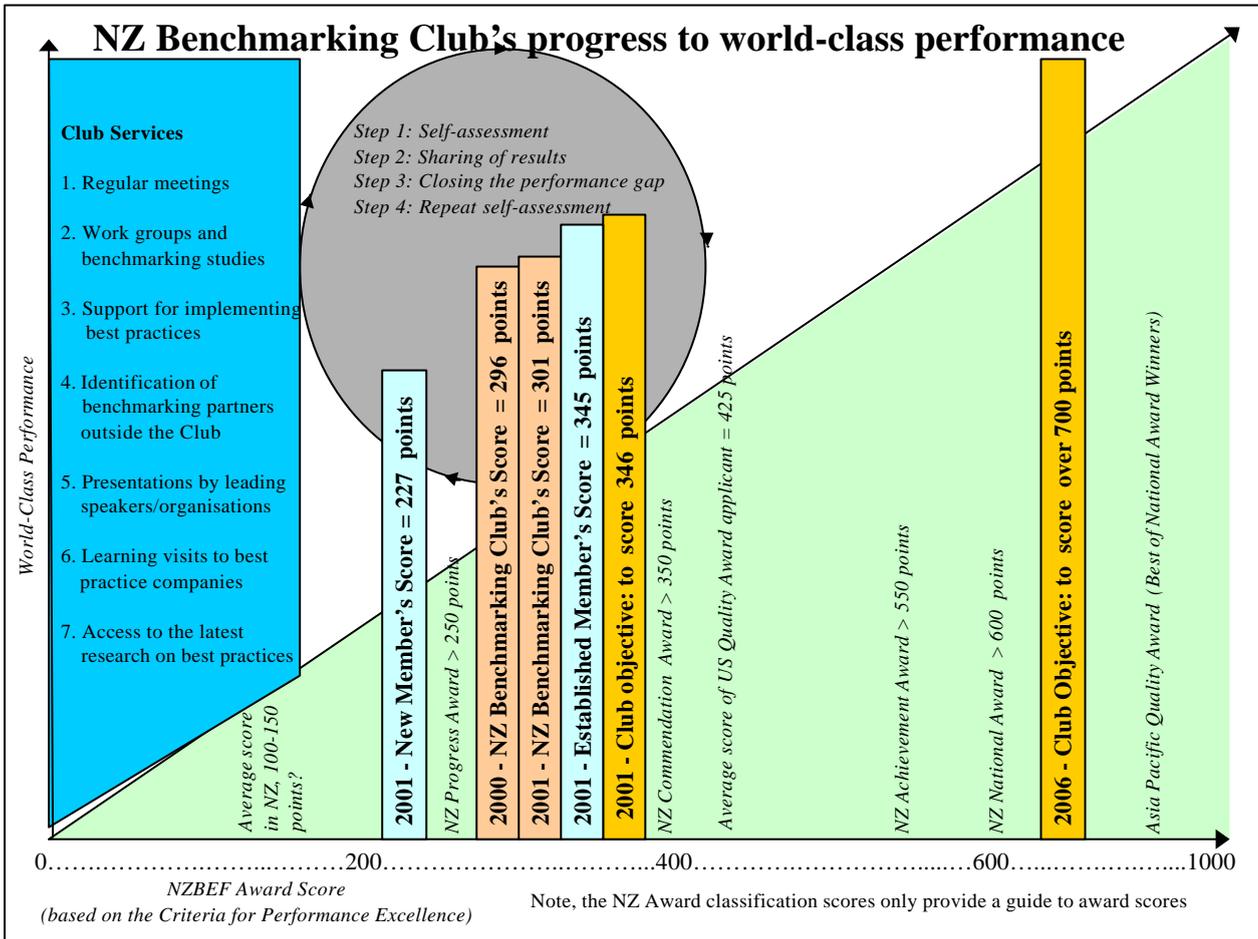
The Results....

Figure 1 summarises the Club's main results for 2001. The horizontal axis plots Baldrige Scores and the vertical axis plots progress to world-class performance. The blue rectangle describes the Club's services and the grey circle the Club's annual process of self-assessment and learning. The Club's aim is to provide services that enable the Club's self-assessment scores to continually increase to world-class levels. Scores over 700 points at Baldrige Award levels are considered to be close to world-class performance.

The bars on the chart show the Club's average score in comparison to NZ and US benchmarks. The gold bars show the Club's objective for 2006 of over 700 points with an objective of 346 points by 2001 (Club members have been set an objective of improving their points score by 50 points per year).

So how has the Club performed? The orange bars show the Club's score in 2000 of 296 points with a score of 301 points in 2001 (therefore well below the target score of 346). These results first of all appear to be disappointing until they are examined in more detail. The blue bars segment the Club's scores for 2001 into established members (those that were Club members in 2000 and have already undertaken a self-assessment) and new members (those that only joined the Club in 2001). Looking at these results it can be seen that the established members have indeed increased their score close to target. Therefore, overall it can be surmised that the Club is making good progress and indicates that once the Club's membership base stabilises then the Club's score will improve by a larger margin.

Figure 1



The Baldrige Criteria (otherwise known as the Criteria for Performance Excellence) 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. The Criteria examine an organisation's management systems consisting of Leadership, Strategic Planning, Customer & Market Focus, Information & Analysis, Human Resource Focus and Process Management, and examines the Business Results an organisation achieves. For more information on the Baldrige Criteria visit the following website – <http://www.quality.nist.gov>.

2. UPDATE ON THE CLUB'S BENCHMARKING STUDIES ON CUSTOMER FOCUS, LEADERSHIP, PROJECT MANAGEMENT, PERFORMANCE MEASUREMENT AND STRATEGIC PLANNING.

One of the issues recognised by the Club is that whilst Club members can make significant improvements from learning from each other, the Club still faces a major challenge if it is to succeed in its vision. If one considers the Club's maximum achievable points (the aggregate of all the Club's highest scores for a particular Item) then a score of 517 points could be achieved, and that is not enough to be world-class. This indicates that for the Club to succeed (and score over 700 points) it is imperative that members also look outside the Club's membership base for best or better practices. One way the Club supports its members in doing this is through the Benchmarking Workgroups it operates.

At present the Club has five workgroups in operation. These are described below:

Benchmarking Study No.1 – Customer Focused Culture

Start date: 1 March 2001

Finish date: 1 March 2002

Aim:

To determine how best practice companies work towards a customer focused culture

Progress/Initial Findings:

The following key characteristics of customer focused organisations have been identified through international research and survey results from 32 organisations that participated in the workgroup's benchmarking study.

Table 1

| Characteristics of Customer Focused Organisations | |
|---|--|
| Leadership | Customers drive organisational direction and actions |
| Listening | Customers' views are actively sought and it is made easy for them to make contact/ do business |
| Analysis & Understanding | Customer expectations and key requirements are understood |
| Deployment and Integration | Customer's expectations are acted upon |
| People | Customer focused culture is understood and embedded throughout the organisation |
| Review and improve | Customer focus systems are regularly reviewed and improved |

The six main characteristics above were broken down into 56 elements which organisations rated on a 1-5 importance scale. Overall the top 5 elements were identified as:

Table 2

| Top 5 Importance Scores | Score |
|--|-------|
| Customer care philosophy is an integral part of our Mission, Vision and Values | 4.8 |
| We learn from our mistakes, we correct them – and avoid making them again | 4.7 |
| We make it easy for our customers to contact us as it suits them | 4.6 |
| We actively encourage customer feedback | 4.6 |
| All employees understand their role in delivering service standards | 4.6 |

The project is ongoing and at the moment the benchmarking team is conducting site visits at those organisations that have indicated that they have best practices in one or more of the characteristics of a customer focused organisation.

For more information on this workgroup contact the workgroup facilitator:

Bronwen Bartley, PhD Researcher, COER, bronb@ihug.co.nz.

Benchmarking Study No.2 – Developing Leadership Capability

Start date: 8 March 2001

Finish date: End of March 2002

Aim:

To assist the NZ Benchmarking Club members achieve sustainable best practice leadership capability within their organisations.

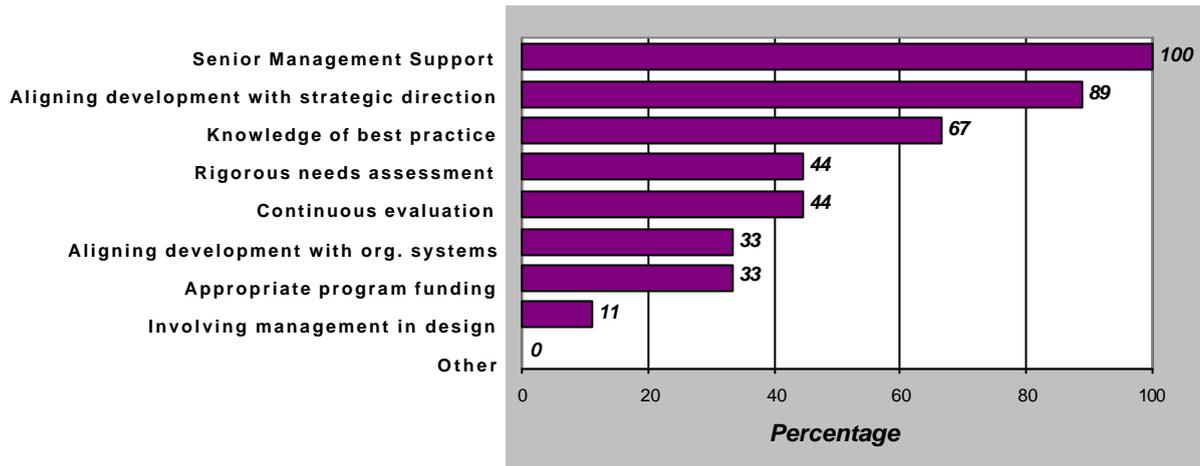
Progress/Initial Findings:

The purpose of this project is three-fold:

- ◆ To identify current leadership development practices in NZ
- ◆ To establish a best practice framework for developing leadership capability
- ◆ To make the best practice framework available to organisations

At present the results from a survey of 27 best practice organisations in leadership development are being analysed. The Figure below shows the response to one question on the success factors for leadership development programmes

Figure 2 – Success Factors for Leadership Development Programmes



An initial leadership best practice framework has already been developed that will be discussed and tested with organisations at benchmarking site visits planned for January and February 2002. The basic elements of the framework consist of the following five elements:

1. Awareness
2. Anticipation
3. Action
4. Alignment
5. Assessment

For more information on this workgroup contact the workgroup facilitator:

Erica Holtsbaum, PhD Researcher, COER, erica.holtsbaum@xtra.co.nz.

Benchmarking Study No.3 – Project Management Workgroup

Start date: 11 September 2001

Finish date: Provisionally April 2002

Aim:

To identify how best practice organisations in New Zealand create and sustain an environment in which projects can best fulfil their objectives

Progress/Initial Findings:

The benchmarking study involves investigating the following three areas:

- ◆ Strategic Planning Link: Establish how best practice organisations, when selecting projects, ensure that those projects support the strategic objectives of the organisation.
- ◆ Environmental: Establish how best practice organisations respond to changes relevant, but external, to their projects.
- ◆ Governance: Establish how best practice organisations maintain oversight and accountability for projects at an organisational level.

A survey and best practice visits are planned for early 2002.

For more information on this workgroup contact the workgroup facilitator:

Erica Holtsbaum, PhD Researcher, COER, erica.holtsbaum@xtra.co.nz.

Benchmarking Study No.4 – Performance Measurement Workgroup

Start date: 11 September 2001

Finish date: Provisionally April 2002

Aim:

To determine how best practice organisations decide on which performance measures to use, and from this develop a generic process that will assist Club members in improving their measurement system.

Progress/Initial Findings:

The benchmarking approach used by this workgroup is as follows:

1. Develop criteria by which potential organisations can be rated as those most favoured for study.
2. Select organisations within NZ that are likely to have high performing performance measurement systems including main contact persons.
3. Using the criteria, survey the organisations on their performance measurement systems and select prime candidates
4. Visit organisations in order to study the process by which they decide upon what performance measures to report
5. Synthesise the learning from the visits into a generic process

At present the project has progressed to stage 2 and is looking for organisations that would like to participate in the benchmarking study. In particular, the workgroup is looking for organisations that have an effective performance measurement system or parts of an effective performance measurement system (for instance, if your organisation has some good performance measurement practices that other organisations could learn from).

If your organisation has some good practices in this area and would like to contribute to this study then please contact Steve Welch (details below) by 28 January. In return for contributing you will have full access to the project's findings.

For more information on this workgroup contact the workgroup facilitator:

Steve Welch, Project Leader for theBPIR.com, COER, s.j.welch@fwp.co.nz

Benchmarking Study No.5 – Strategic Planning Workgroup

Start date: 28 November 2001

Finish date: Not set yet.

Aim:

To determine how best practice companies deploy, manage and maintain an effective and continual strategy process.

Initial Findings:

Only one meeting has so far been held on this topic. The next meeting in early 2002 will consist of presentations by leading experts in strategic management. A review of the information presented will help to further define the way forward for the project.

For more information on this workgroup contact the workgroup facilitator:

Max Saunders, PhD Researcher, COER, msaunders@paradise.net.nz.

3. BUSINESS EXCELLENCE LEADS TO EXCELLENT FINANCIAL & MARKET RESULTS

The data obtained from the NZ Benchmarking Club's 2001 self-assessments presented the perfect opportunity to analyse and identify key relationships between Baldrige Items and Categories. In total 57 strong relationships (with correlation coefficients greater than 0.7) were identified between the factors. Four of the strongest and/or most interesting relationships identified are presented below.

Figure 3 provides strong evidence of the relationship between the management systems that an organisation employs (Categories 1 to 6 of the Baldrige Criteria) and Financial & Market Results (Item 7.2 of the Baldrige Criteria). This graph shows the spread of business excellence scores of 15 organisations from the Club.

Figure 3

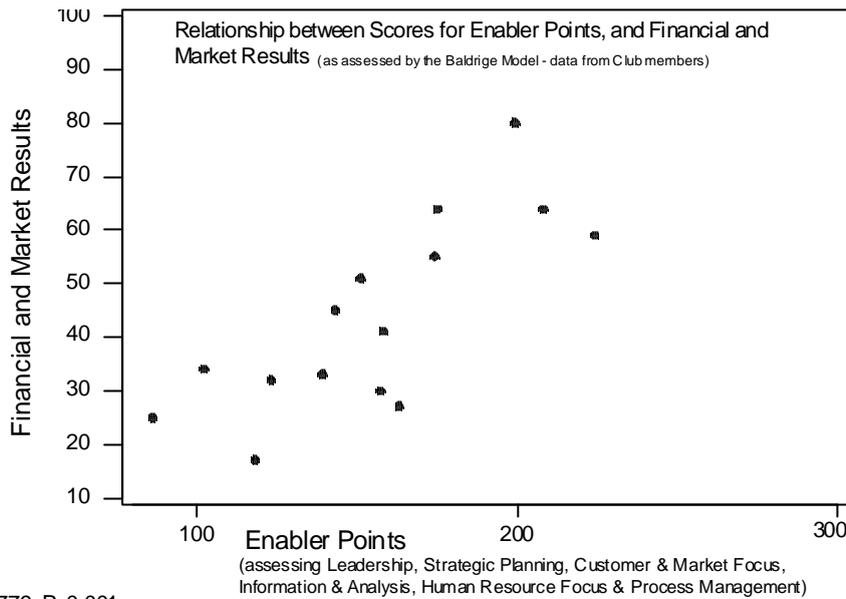
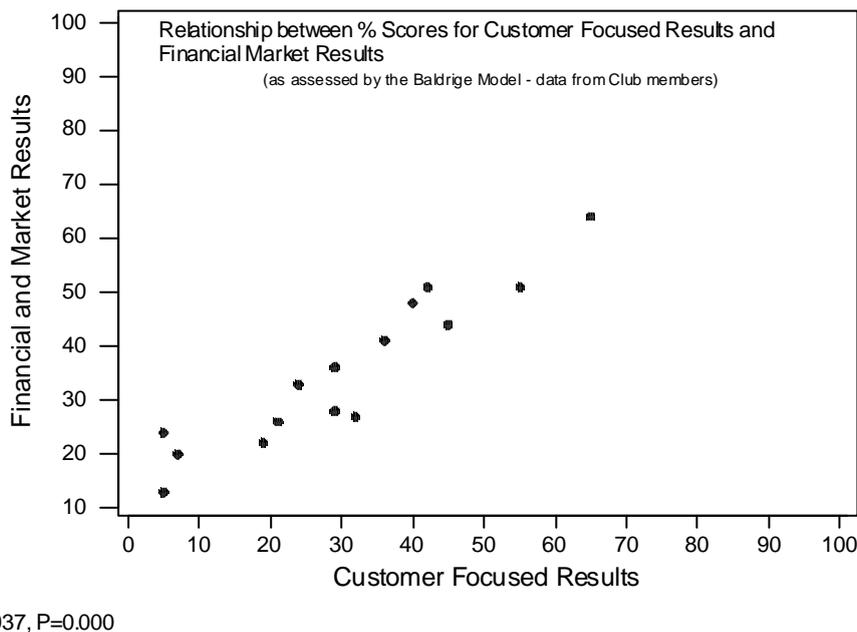


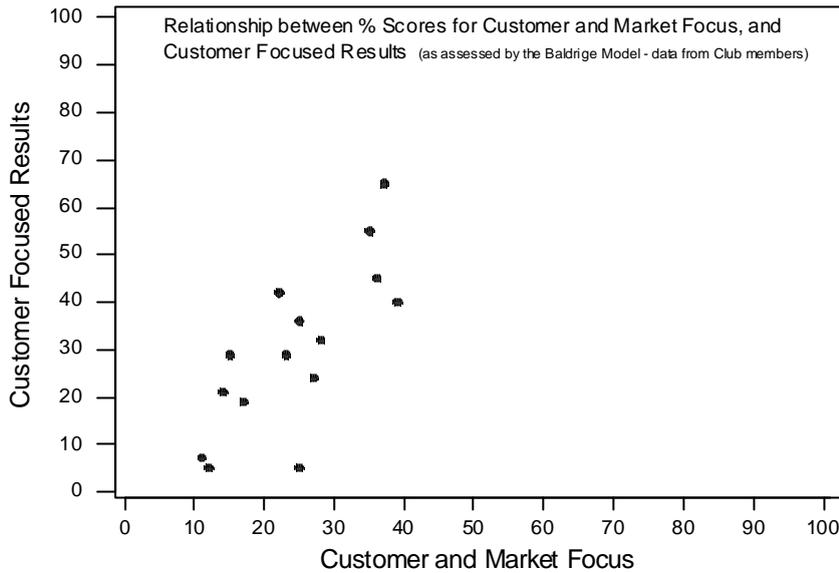
Figure 4 shows a very strong positive relationship between the scores of members' Customer Focused Results and their Financial and Market Results. This indicates that organisations with better Customer-Focussed Results achieve better Financial Results.

Figure 4



If the relationship between Customer and Market Focus Enablers and Customer Focused Results (Figure 5) is considered, we can again see a strong positive relationship. Therefore the relationship from Customer and Market Focus systems to Customer Focused Results and then to Financial and Market Results can be tracked. This information would suggest that it is very important that organisations improve the performance of their Customer and Market Focus systems if they wish to improve their Financial and Market Results. It also indicates why it is important that organisations measure the performance of their Customer and Market Focus systems and Customer Focussed Results as these can provide an early indication of future financial strength.

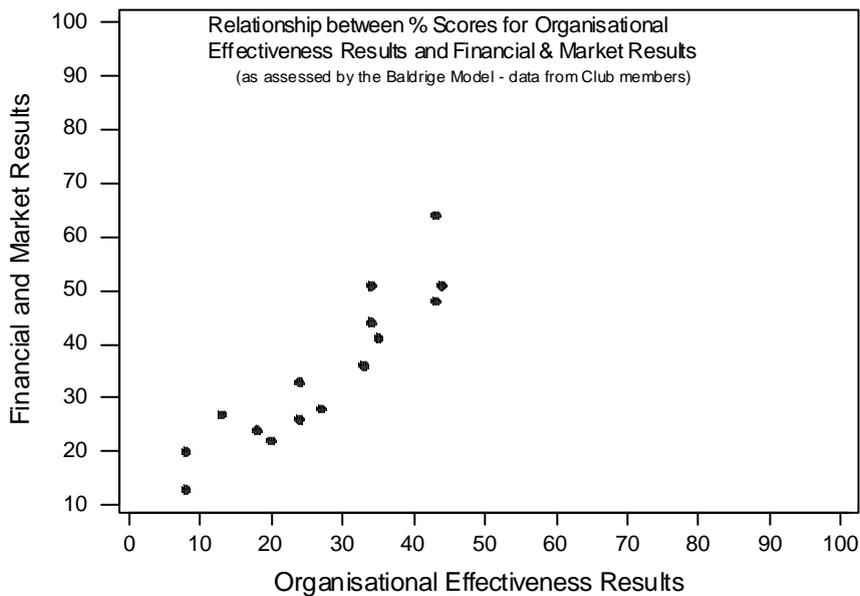
Figure 5



$r = 0.767, P = 0.001$

Another particularly strong relationship was identified between Organisational Effectiveness Results and Financial and Market Results - see Figure 6.

Figure 6



$r = 0.913, P = 0.000$

The relationships that have been presented (and the many more identified through COER'S research) provide further reinforcement to organisations that following a business excellence path is likely to bring long-term success (including financial success).

4. THE CASE FOR BUSINESS EXCELLENCE

In addition to the research evidence presented in the previous section, there is now an abundance of evidence from around the world that supports the case for following a business excellence approach.

Some of this evidence is presented below. It is an extract from an article that was written by the COER team and is presented in full on theBPIR.com website.

What is the track record of business excellence use?

In the US, Baldrige award winners are celebrated with national recognition as world-class organisations, but more than this, performance of these organisations is tracked by an internationally recognised measure of performance; share price. A fictitious Baldrige Index has been set up to compare the share price performance of Baldrige award winners with the US Standard and Poor's 500 index.

The Baldrige Index consists of publicly traded US companies that have received the US Baldrige National Quality Award during the years 1988 to 2000. For the seventh year in a row the Baldrige Index outperformed the US Standard & Poor's 500, this time by almost four to one (National Institute of Standards and Technology, 2001a).

There is plenty of evidence to support the belief that organisations managed in a "business excellence way" do achieve significant benefits. The EFQM (2001) state that between 70-90% of users of their model achieve positive impact on business results through use of the criteria. In 2000, the website home of the Australian Business Excellence Framework (<http://www.aqc.org.au/abef>) named the following as some of the benefits that Australian-based award winners and finalists have achieved as researched by Hausner (1999)

- ◆ 20% productivity increase in one year
- ◆ 247% sale increase over two years
- ◆ 600% increase in profit per employee in four years
- ◆ 100% profit increase over two years
- ◆ 66% reduction in lost time due to injuries in one year
- ◆ 80% reduction in profit defect rates over two years
- ◆ 11% improvement in employee satisfaction in one year

Other evidence comes from the numerous case studies, research studies, and texts that highlight the benefits of an approach involving self-assessments against business excellence models (for example, Zairi, 1994; Total Research, 1996; Blazey, 1999; and Hendricks and Singhal, 1999).

However, the strongest evidence to support the value of using business excellence comes from the sheer number of organisations and CEO's that demonstrate their faith in these models by using them and/or obtaining copies of the model criteria:

- ◆ In the US over 150,000 copies of the criteria are distributed each year (NIST, 2001b).
- ◆ In NZ sales of booklets on the Baldrige Criteria were at the highest totals in 2000 (over 7,000 sold) since the Criteria was brought to New Zealand in 1992 (NZBEF, 2000).
- ◆ According to the EFQM (2001), their Excellence Model is used by over 20,000 organisations (of these at least 10,000 are SMEs) across Europe, by 60% of Europe's 25 largest companies, and by 9 of the 13 European companies in the FT's 50 World's Most Respected Companies.
- ◆ In the UK it was reported that even in 1996, 35% of companies in the United Kingdom were found to be using or intending to use the EFQM Excellence Model as a guide to self-assessment (Hyde, 1996).
- ◆ In a recent research visit to Japan by members of COER (Mann & Nishide, 2001) there was evidence of a substantial interest in the Baldrige model (greater interest than in the Deming Prize) with over 3,000 evaluators trained since 1996 specifically to support the demand for assessments of organisational performance against the Baldrige-based Japan Quality Award.

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9. New Zealand Business Excellence Foundation, (2000), Information provided by Sue Wright, incumbent CEO, New Zealand Business Excellence Foundation, February.
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11. Zairi, M. (1994), Measuring Performance for Business Results, Chapman and Hall, London.

5. THE LAUNCH OF THE BENCHMARKING AND PERFORMANCE IMPROVEMENT RESOURCE (theBPIR.COM)

In February 2002, COER will be launching theBPIR.com. This website will provide a unique global source of hundreds of performance measures, performance improvement techniques, case studies, survey information, and other performance improvement resources. Data is linked to internationally accepted Business Excellence models or to simple but detailed generic process categories. The BPIR's aim is to become the *essential Internet resource for performance improvement*. The idea for the BPIR stems from the growing importance placed on improvement approaches that focus on business excellence, performance measurement, benchmarking and the use of the Internet.

Listed below are the key services offered by the BPIR,

- ◆ Comprehensive collection of performance measures and benchmarking data, background commentaries, supporting case studies and survey findings, all categorised by a choice of business excellence models.
- ◆ Comprehensive collection of performance improvement techniques/practices, implementation suggestions, supporting case studies and survey findings, all categorised by a choice of business excellence models.
- ◆ Full on-line access to over 600 international business periodicals (journals/magazines/news publications).
- ◆ Sources for detailed learning on a range of topics and for individual techniques/practices. This includes books, websites, consultancies, groups, and institutions.
- ◆ Large collection of addresses of active websites operating in the general business improvement area, complete with content and perspective analysis.
- ◆ Self-assessment questionnaire refined over a number of years after an analysis of over 15 others in use worldwide.
- ◆ Large (thousands) collection of organisations (with addresses) recognised in industry by awards or generally held to be outstanding performers in particular disciplines.
- ◆ World directory of research - business and academic.
- ◆ User-driven further development and a continually growing database.

To find out more about theBPIR.com visit its pre-launch website (<http://www.theBPIR.com>). You will be able to download a recent paper written on the website that was published in December's International Benchmarking Journal.

To register your interest in the website contact membership-offer@theBPIR.com and reserve one of a limited number of introductory membership offers.

6. THE BENCHMARKING AND PERFORMANCE EXCELLENCE SELF-ASSESSMENT (BPES) TOOL

The Benchmarking and Performance Excellence Self-assessment tool used for Baldrige assessments by the NZ Benchmarking Club's members and supported by the New Zealand Business Excellence Foundation is now available for general release. The self-assessment pack is probably the most accurate and robust Baldrige questionnaire style assessment that is available world-wide. It was developed based on a review of over 15 Baldrige and European Business Excellence Model questionnaire assessments, and incorporates the developer's experience from managing a self-assessment programme involving over 50 organisations in the UK.

The self-assessment requires 100 questions to be completed through a process of consensus. Once these questions are completed and returned to COER a feedback report will be issued that not only presents your organisations performance in terms of the Baldrige Criteria but also benchmarks your scores against other participating organisations. In addition, it provides an approach to action planning that will enable your organisation to address its opportunities for improvement in the most effective manner.

For more information on the BPES tool please email Robin Mann, COER, r.s.mann@massey.ac.nz.

7. THE GLOBAL BENCHMARKING NETWORK

The Global Benchmarking Network is a network of Benchmarking Centres/Club's worldwide (from 20 countries) set-up to foster benchmarking and promote best practice sharing. The chairman of this network is Dr Robert Camp of the Best-Practice Institute, USA. Dr Camp wrote the first book on benchmarking in 1989. In early 2001, the New Zealand Benchmarking Club became New Zealand's first ever representatives on this network. The Club is therefore able to tap into a wide range of best-practice companies from around the world. For more information on the Global Benchmarking Network and its members visit the website at <http://www.globalbenchmarking.org>.

8. OPPORTUNITIES TO JOIN THE NEW ZEALAND BENCHMARKING CLUB 2002/2003

In February 2002 the NZ Benchmarking Club will be inviting organisations to submit expressions of interest to join the Club (for a membership start date of 18 May 2002).

If your organisation is interested in finding out more about the Club and how it can help to improve the performance of your organisation then please contact Robin Mann, COER, r.s.mann@massey.ac.nz and ask for the Club's promotional flyer to be sent to you in early February. However, if you have received this newsletter directly from Robin Mann via email and your organisation is based in NZ you will automatically be sent the promotional material.

The Club's present members are: Accident Compensation Corporation (ACC), Amcor Flexibles Australasia, Aviation Security Service, Canterbury Health Laboratories, Crop and Food Research, d-Cypha Limited, 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 and Wellington City Council.

9. USEFUL WEBSITES

Apart from COER's soon to be launched website (theBPIR.com) we recommend that you visit some of the following websites. They represent some of the best websites in the benchmarking, business excellence, and performance measurement area.

Table 3 – Sample of Performance Improvement Related Websites

| Title | URL Address | Services or subject areas | Perspective or origin | Access |
|--|---|--|--|-------------------------|
| Benchnet: The Benchmarking Exchange | http://www.benchnet.com/ | Members can participate and access TBE's surveys on a wide-variety of process improvement related topics. Members are encouraged to network with other members from around the world. A regular newsletter plus other information resources are provided. | USA origin/ international perspective | Membership & free areas |
| Best Practice Club | http://www.bpclub.com/ | Case study days, networking events, networking directory and large journal database. | UK origin/ primarily UK perspective | Membership & free areas |
| Asian Benchmarking Clearinghouse | http://www.abc.org.hk | Services in benchmarking & best practices: consortium studies, benchmarking consultancy, research studies, information services, training, conferences and forums, publications and study missions. | Hong Kong origin, Asian perspective | Membership & free areas |
| Best Practices LLC | http://www.best-in-class.com/ | Provides consultancy, benchmarking reports, best practice database, networking services and operates the Global Benchmarking Council. Its benchmarking & best practice database addresses a comprehensive range of topics based on original research by the Best Practices LLC team. | USA origin & primarily USA perspective | Membership & free areas |
| The Benchmarking Network | http://www.benchmarkingnetwork.com/ | Provides benchmarking studies, training, research and a benchmarking database (containing a list of performance measures, polls & questionnaires, on-line networking and links to consortium studies and special interest groups). | USA origin & USA perspective | Membership & free areas |
| American Productivity and Quality Centre & APQC's International Benchmarking Clearinghouse | http://www.apqc.org/ | Provides on-site training, information services, multi-client benchmarking, best-practice database, networking, books and case studies. | USA origin & primarily USA perspective | Membership & free areas |

| | | | | |
|---|---|--|--|---|
| Best-practice.com | http://www.best-practice.com/ | Aims to provide a directory of resources and network of organisations involved in performance improvement. Provides case studies and articles categorised by the Baldrige criteria. | NZ origin & international perspective | Free but pay for case studies/articles |
| Baldrige Plus.com | http://www.baldrigeplus.com/ | Baldrige criteria for performance excellence explained. Various free articles and information related to Baldrige assessments. Some case studies free. Free Baldrige eZine but a fee is required to for subscribing to Leadership eZine. | NZ origin & international perspective | Free but subscription required for one eZine. |
| Baldrige National Quality Programme | http://www.quality.nist.gov/ | Home of the Malcolm Baldrige Model. History, training material, library of information related to performance improvement. | USA origin & USA perspective | Free |
| Centre for Business Performance | http://www.cranfield.ac.uk/som/cbp | Sub-site of Cranfield University web-site. Research centre offering a number of articles and case studies on performance measurement. Also, promotes conferences, books, a performance measurement catalogue and runs the Performance Measurement Association. | UK origin & international perspective | Free |
| European Foundation for Quality Management | http://www.efqm.org/ | Home of the European Foundation for Quality Management. History and training material, good practice database, benchmarking studies, publications. | European origin & European perspective | Membership & free areas |
| Baldrige Performance Excellence/Best Process Technology | http://www.Baldrige21.com/ | Provides Baldrige Criteria-related assessment, application development, consulting, and training. Provides Baldrige application software (best process technology) based on experience of best processes. Free Baldrige related information provided. | USA origin/ international perspective | Free but pay for services |

10. WHO ARE COER?

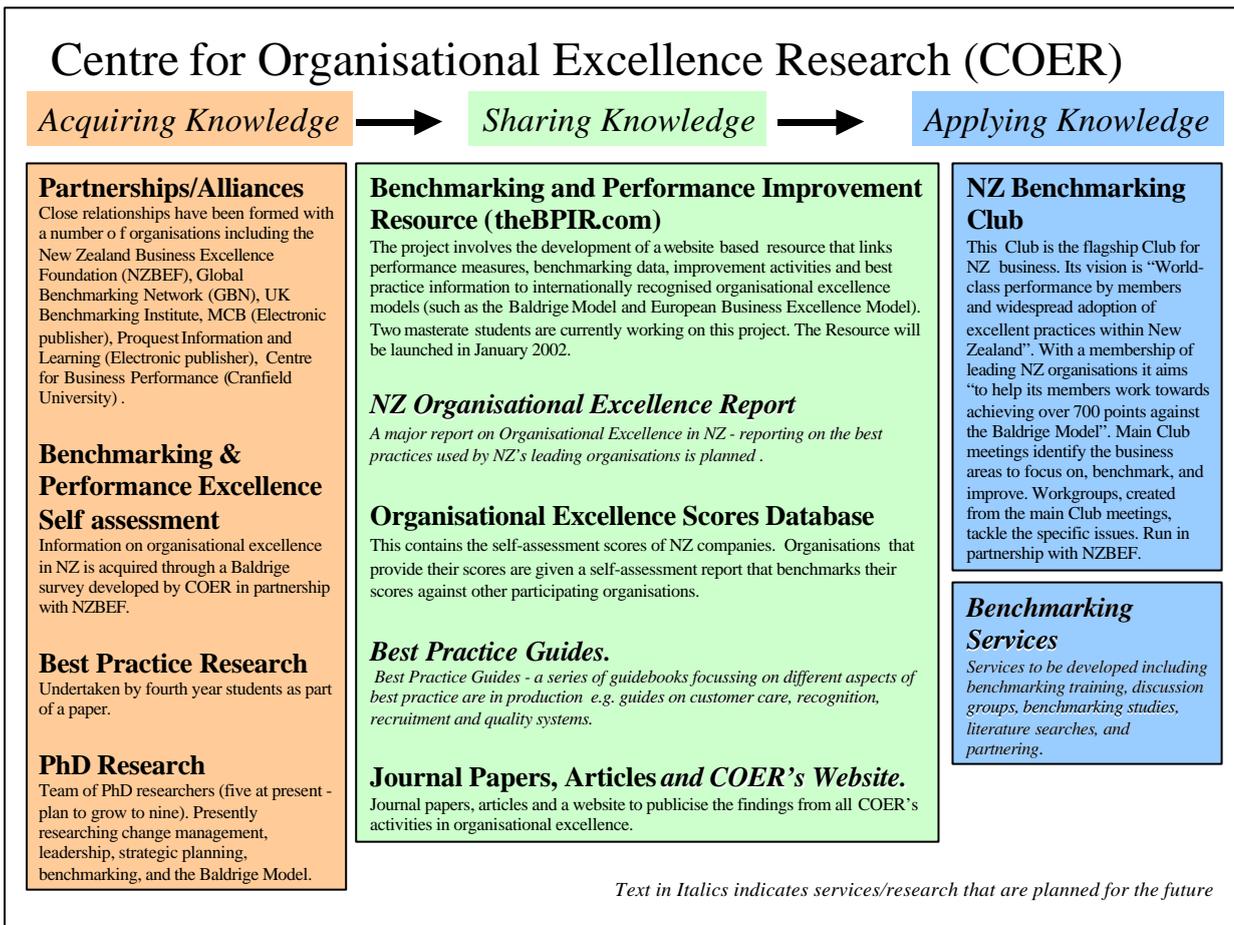
COER is the Centre for Organisational Excellence Research. It was created in 2001 to address the research void within New Zealand in the areas of organisational excellence, benchmarking and best practices. COER's vision, mission, goals and values are presented below:

Figure 7

| |
|--|
| Vision |
| The Centre for Organisational Excellence Research will: |
| <ul style="list-style-type: none"> ◆ 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 |
| <ol style="list-style-type: none"> 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. |

The services/research COER undertakes are summarised below:

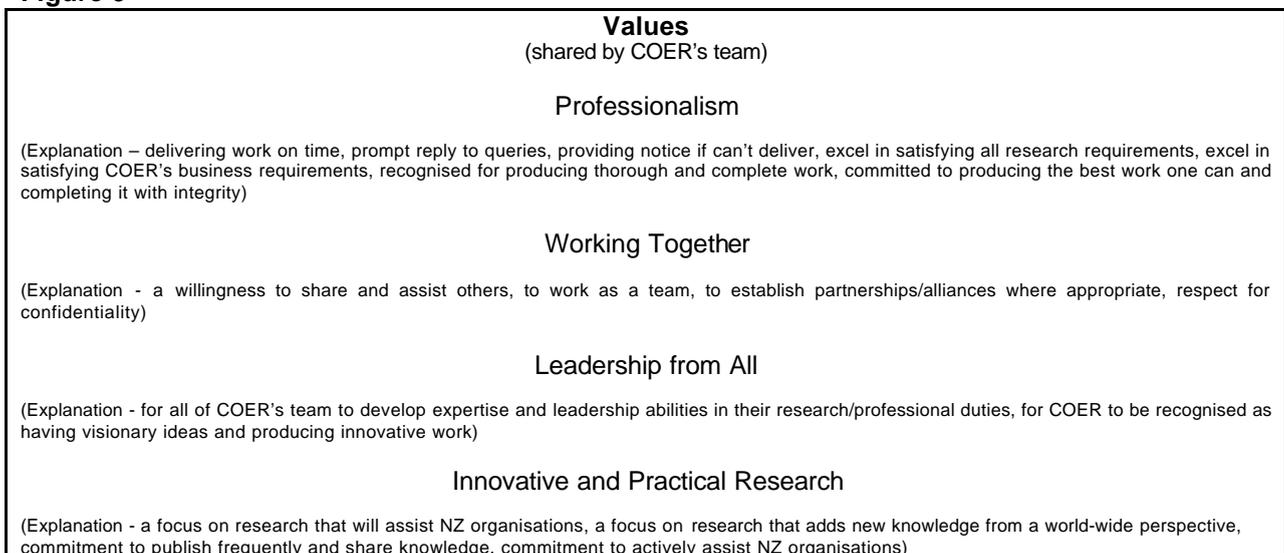
Figure 8



11. OPPORTUNITIES TO JOIN COER'S TEAM

COER is always interested in hearing from graduates that have a first-class degree and an interest in business excellence and PhD research. If you know of someone that fits this criteria and would have similar values to those shown below then please contact Robin Mann, r.s.mann@massey.ac.nz for further information.

Figure 9



12. 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, COER, r.s.mann@massey.ac.nz. Also, if you want to unsubscribe from this mailing list please inform Robin.

13. FUTURE ISSUES OF COER NEWS

The frequency of publication will depend on when new material becomes available. The intention is to publish at least every quarter.

14. HOW CAN YOU HELP?

As discussed in Section 2 we are looking for organisations to participate in a benchmarking study on performance measurement. If your organisation has an effective performance measurement system we would be very interested in hearing from you. If you can help, please contact Steve Welch, COER, s.j.welch@massey.ac.nz by 28 January 2002.

Thank you for reading COER News.

For more information on COER please contact:

Dr Robin Mann, Director, Centre for Organisational Excellence Research, Institute of Technology and Engineering, Massey University, Private Bag 11222, Palmerston North, New Zealand. Ph: 06 350 5445, Fax: 06 350 5605, Email: r.s.mann@massey.ac.nz.

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