

Summary of COER's work in 2013

The Centre for Organisational Excellence Research is in three parts:

COER, Massey University is the **RESEARCH** arm and administers doctoral research programmes in business excellence and benchmarking.

BPIR.com Limited is the **KNOWLEDGE TRANSFER** arm and provides the complete resource for benchmarks, best practices, and business excellence.

COER Limited is the **CONSULTANCY** arm and provides consultancy and training in business excellence and benchmarking (with certification in **TRADE Best Practice Benchmarking**) and organises the **International Best Practice Competition**.

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|-----------------------|--------------------------|---------------------------------|
| 1. Publications | 5. Workshops | 9. On-line Resources |
| 2. Research | 6. Conferences | 10. Partners |
| 3. Doctorate Students | 7. Best Practice Studies | 11. Global Benchmarking Network |
| 4. Journals | 8. Consultancy | |

1. Publications:

- BPIR Best Practice Reports on [Collaborative Tools and Methodologies](#), [Customer Loyalty](#), [Product Lifecycle Management](#), [Healthcare Excellence](#), [Excellence in Local Government](#) and [Employee Interviewing](#) were published.



Example Cases

Valuable lessons can be learned from the following organisations.

Auckland City Council, New Zealand *A super city council with a "can-do" culture*

A number of separate councils were merged to form a super city council in Auckland, New Zealand. The merger created a NZ\$ 30 billion enterprise, involving 10,500 people, eight organisations, some 3,500 IT systems, 4,000 parks, and 72 locations. In undertaking this project, the change manager's first priority was to attract a top executive team that had local government, central government and private enterprise expertise. The key achievements associated with the merger included:

1. Establishing a new culture that reflected pride, accountability, respect, service, teamwork and innovation. This was described as a "can-do" — as opposed to a "can't-do" — culture.
2. Identifying and rolling out best practices across the organisation.
3. Saving NZ\$ 81 million by reducing staff numbers by 2,000, reducing procurement costs through economies of scale, efficiency and productivity improvements, and better prioritised/scheduled capital expenditure projects.
4. Delivering the draft Auckland Plan, a 30-year strategic document aiming to "make Auckland the world's most livable city by 2040". Figure 7, see below, depicts the Council's structure.¹⁵⁴



Figure 7: Management Structure of Auckland Super City¹⁵⁴

City of Irving, USA

Lean Six Sigma (LSS) leads to performance excellence award

In 2008, the City of Irving, Texas, introduced LSS after assessing strategies to remain viable in tough economic times. Some 2,000 city employees contributed to the city's LSS model: four black belts, 30 green belts, 28 yellow belts and some 1,000 white belts were trained. The LSS projects completed by the City of Irving included:

1. A review of electricity buying processes, which resulted in costs being reduced from 10.5 cents per kilowatt hour to 5.8 cents (producing savings of almost \$15.11 million).
2. Building a large energy-efficient and disability-friendly community pool to replace three small community pools. The number of visitors increased from 9,700 to 110,000 per year.
3. The commercial permit review process lead time was reduced from 90 days to an average of 3.7 days.

These and other similar time-saving projects resulted in city employees saving more than 30,000 hours and \$38 million. Irving used LSS to improve services, cut costs, save time and money, change its culture and motivate employees. As a result, the City received the 2011 Texas Award for Performance Excellence.¹⁵⁵

Hutt City Council (HCC), New Zealand *Gold Award for total business performance.*

HCC won the New Zealand Business Excellence Foundation Gold Award, which is modelled on the rigorous criteria of the American Malcolm Baldrige award. All aspects of the council's performance were assessed. Feedback from independent expert assessors identified the key strengths of the organisation, as well as opportunities for improvement. HCC was the first council to receive the gold standard, and only the fourth organisation in the country to be awarded this level of recognition in 15 years. HCC achieved many efficiencies and gains, including the ability to partner with other councils in the region; its financial model demonstrated prudence and care, ensuring infrastructure and services were provided while, at the same time, paying close attention to debt levels. As a result, HCC was able to achieve high customer satisfaction levels while minimising rate increases for its constituents.¹⁵⁶

Self-Assessments

Collaborative Partnerships

This self-assessment will assist local government organisations to create and sustain collaborative partnerships with other organisations, thereby improving efficiency, economy and innovation.¹⁵⁴

Scoring Key

Tick the most appropriate box in response to each of the statements about your organisation using the following ranking system:

- a - Not yet
- b - At an early stage of development
- c - Partly achieved
- d - All of these things are being done most of the time.
- e - This has been done for some time; performance is regularly assessed in this area with improvements being made where appropriate.

Ref	Key Feature	Tick the most appropriate box				
Section 1: Preparing the Ground						
1	Leaders and key staff have a full understanding of what partnerships are, how they help achieve strategic outcomes and add value to our organisation.	a	b	c	d	e
2	Partnership decisions shape and focus strategy, policies and services: the implications of partnership arrangements are an important part of policy and budget decision making.	a	b	c	d	e
3	Leaders ensure that staff are trained to explore and utilise opportunities for collaborative working.	a	b	c	d	e
4	The competencies and knowledge required for collaborative working are established and incorporated into learning and development programmes.	a	b	c	d	e
5	Leaders establish shared vision and strategic outcomes in collaboration with the public sector, commercial sector and charitable organisations.	a	b	c	d	e
Areas identified for improvement:						

Excerpts from a Best Practice Report

- [Benchmarking 2030 – the Future of Benchmarking](#) co-authored with Bruce Searles, Benchmarking Partnerships and Holger Kohl, IPK Fraunhofer, on behalf of the Global Benchmarking Network (GBN).

2. Research:

- Dr Robin Mann worked with Dr Matthew Tickle, Liverpool University and Professor Dotun Adebajo, University of Greenwich on research to understand approaches to business excellence in Asia and on the international use of business improvement tools and techniques. This built on previous research undertaken for the GBN and Asian Productivity Organisation (APO). Three research papers were written and accepted for publication in international journals, to be published in 2014:
 - *Deploying Business Excellence - Success Factors for High Performance*
 - *Business improvement tools and techniques: a comparison across sectors and industries*
 - *A study of the use business improvement techniques – the association with company size and level of national development*
- The paper *Development of a GUIDE model for the selection of organisational improvement initiatives towards Business Excellence* was written by COER's past PhD student Dr Musli Mohamed with the support of Associate Professor Nigel Grigg and Dr Robin Mann. It is due for publication in an international journal in 2014.

[Click here](#) to access COER's research publications.

COER is planning some exciting research projects on business excellence and benchmarking in 2014. One or more experienced researcher(s) are required to assist with these and lead the writing of the research papers. The researcher(s) must have a track record of journal publications and demonstrate real interest in these topics. COER will provide support funding. If interested please send your CV to Dr Robin Mann.

3. Doctorate students:

- Alan Samuel is researching "[Informal Benchmarking](#)" – how people learn from others to improve work practices through unstructured approaches (as opposed to formal benchmarking). Alan's research presentation at the Business Excellence Global Conference, Singapore in November 2013 was well received. In 2014 Alan aims to identify and study organisations that have a vibrant informal benchmarking culture. To know more and/or to participate in this research contact Alan at Kuehlapis_99@yahoo.com.
- Grant Regan is researching "Triggers for Business Excellence", Tariq El-Maghraby "Quality and Customer Service" and Ahmed Abbas, "National Approaches to Benchmarking".



Alan Samuel and Ahmed Abbas presenting at the 5th Business Excellence Global Conference, Singapore

For information on studying at COER [click here](#).

4. Journals:

COER is on the editorial advisory board of:

- [TQM Journal](#)
- [International Benchmarking Journal](#)
- [International Journal of Quality and Standards](#)
- [International Journal of TQM and Business Excellence](#)
- Journal of Inspiration Economy (a new journal with opportunities to [submit your first paper](#))

5. Workshops:

- TRADE Best Practice Benchmarking Workshops were held in Abu Dhabi, Dubai, Malaysia, New Zealand, Philippines and Singapore in 2013. Over 150 people obtained TRADE certification Level 1 through COER's training.



TRADE workshops in Malaysia and Singapore

- In-house TRADE Best Practice Benchmarking workshops were delivered by COER in New Zealand, Singapore and the UAE for the Police, Municipalities, Electricity and Water Authority, a Construction organisation, and a Bank.

For information on forthcoming workshops [click here](#).

6. Conferences:

- Co-organiser of the Sheikh Khalifa Excellence Award's Share Best Practice Conference: Local, Regional & International Role Models in Business Excellence, 23/24 September 2013, Abu Dhabi, UAE. COER assisted in designing the program and inviting international speakers to the conference. Speakers included Dr. James Harrington, Professor Anthony Bendell, John Timmerman, ASQ, Dr. Michael Perich, Montgomery County Public Schools, Professor Mohamed Zairi, Marc Amblard, EFQM, Dr. Donald Fisher, Freddy Soon, SPRING Singapore, Harnek Singh, ST Engineering, Ravi Krishnamurthy, SBILIFE Insurance Company Limited, Suresh Lulla and Professor Hadi Tigani (co-organiser).
- Organised the [2nd International Best Practice Competition](#). Over [20 organisations](#) from six countries qualified to give 8 minute presentations and compete for the award.

The winner was *ICA's 3M Service Principle (Multiple Channels, Minimum Visits, Many Benefits Approach)*, *Tan Kok Guan, Director -Citizen Services & Kong Yong Sin, 2 Deputy Head – Passport – Designate, Immigration & Checkpoints Authority, Singapore.*

Runners up were:

- UOB Mobile Cash – Singapore’s First Cardless Cash Withdrawal, Gilbert Chuah, Executive Director, United Overseas Bank Limited, Singapore.
- Training in the Private Security Industry, Peter D’Arcy, CEO, National Training Institute, Ministry of Interior, United Arab Emirates.
- Smile to Excellence, B.G.Shenoy, Director & Rajiv Vasudeva, Country Director & Silvia Shoba Vincent, Senior Executive, Global Indian International School, Singapore.



Immigration & Checkpoints Authority winners of the 2nd International Best Practice Competition

- Organised on behalf of the GBN the 2nd Global Benchmarking Award. Five organisations from three countries qualified to give an 8 minute presentation.

The winner was *Our Benchmarking Approach, Dr. Wafi Dawood, Chief of Strategy and Excellence, Knowledge and Human Development Authority, United Arab Emirates.*

Runners up were:

- Our Benchmarking Approach, Nabilollah Farahmand, Chief of OSM, Mobarakeh Steel Company, Iran.
- Our Benchmarking Approach, Ku Yuen Wah, Head – Process and Service Innovation, OCBC Bank, Singapore.



Knowledge and Human Development Authority winners of the 2nd Global Benchmarking Award (GBN members also in photo)

- Organised the GBN's 8th International Benchmarking Conference as part of SPRING Singapore's Business Excellence Global Conference, 30/31 October, Singapore.
- COER staff gave over 20 presentations at a variety of conferences/events in 8 countries.

7. Best Practice Studies:

- Organised a Best Practice Study for Malaysian businesses on behalf of the Malaysia Productivity Corporation to learn how New Zealand businesses (Spectrum Care, Fonterra, Beca and Royal New Zealand Navy) were applying business excellence, benchmarking and improvement techniques. Assistance was provided by the New Zealand Business Excellence Foundation.



Malaysian best practice study delegates at Royal New Zealand Navy and Beca

- Organised a Best Practice Study for the Bahrain Centre of Excellence to learn from innovations in the New Zealand public sector with visits to more than 10 organisations.



Michael Voss, Associate Consultant, COER with Dr Mohamed Buheji, Change Management Expert and Ebrahim Al Tamimi, Director of the Bahrain Centre of Excellence

8. Consultancy:

- Work for the Asian Productivity Organisation - Challenges and Strategies for Business Excellence for the Public Sector, Singapore, 28 Oct to 1 November, 2013.
- Dr Robin Mann worked as an expert for the APO's COE Program: Enhanced Adoption of the Business Excellence Framework in the Public Sector and SMEs, Manila, Philippines, 4-16 November 2013. The host was the Development Academy of the Philippines. Advice was provided on national business excellence strategies and work included undertaking business excellence assessments at three organisations, providing benchmarking training to public sector organisations, a business excellence seminar for SMEs, and speaking at the National Forum on Public Sector Innovation and Productivity.



Dr Robin Mann, Dr Brian Marson (Institute for Citizen Centred Service) with DAP staff and delegates at the National Forum on Public Sector Innovation and Productivity

- A number of consultancy projects in New Zealand, Thailand and UAE.

9. On-line Resources:

COER maintains the following websites:

- Business Performance Improvement Resource, www.bpir.com. The BPIR provides more than 6,000 members with access to 1,000's of best practice case studies, benchmarks, quality tools and award winner information. A new feature is 60 Best Practice Videos from the International Best Practice Competition. These are currently being approved and will go live in March 2014.

[Click here](#) to subscribe to BPIR's Best Practices Newsletter... it is free!

[Click here](#) to review BPIR's Membership Benefits

- International Best Practice Competition, www.bestpracticecompetition.com. The website will be updated soon to promote the 3rd International Best Practice Competition.
- Business Excellence Tools, www.businessexcellencetools.com. This website offers simple assessment tools and services for Baldrige and EFQM based assessments.
- World Business Capability Congress, www.worldbusinesscapabilitycongress.com. In 2013 over 70 video presentations and 140 ppt slide presentations were added to enable people to enjoy the conference even if they could not attend. The Congress took place in December, 2012. Access is still available for a small fee.
- Centre for Organisational Excellence Research, www.coer.org.nz. The Centre's main website.

In 2013, Dr Robin Mann was invited to become a member of [ASQ's Organisational Excellence Technical Committee](#). This group has a very active Linked-in community of almost 500 members discussing organisational excellence.

[Click here](#) to become a member of the Organisational Excellence community.

10. Partners:

COER's partners for 2013 on projects and/or for delivering services were: Abu Dhabi International Centre for Organisational Excellence, Asian Productivity Organisation, Australian Organisation for Quality (SA), Bahrain Centre of Excellence, Benchmarking Partnerships, BCS Management Services, Business Excellence

Chile, Development Academy of the Philippines, Dubai Quality Group, Excellence Canada, Global Benchmarking Network, Gulf Lead Consultants, IMC New Zealand, International Performance Excellence, IPK Fraunhofer, Malaysian Productivity Corporation, MgDelxis Group, New Zealand Organisation for Quality, New Zealand Business Excellence Foundation, Organisational Excellence Specialists, Pyxis Consulting, Qimpro, SDI Centre, Singapore Productivity Association and SPRING Singapore.

11. Global Benchmarking Network:

The Global Benchmarking Network is a network of organisations that promote and support benchmarking in their respective countries. [The GBN has 30 members from 23 countries.](#) The GBN was formed in 1994 and its honorary lifetime President is Dr Robert Camp – the pioneer of the benchmarking movement. Dr Robin Mann serves as the chairman.

2013 was a very successful year with new members joining from China (Productivity Centre of Jiangsu Province), UAE (Ethos Consulting), Oman (Ideas Management Consultants), Organisational Excellence Specialists (Canada) and SPRING Singapore. 2013 saw the publication of [Benchmarking 2030 – the Future of Benchmarking](#) and the running of the 2nd Global Benchmarking Award and the 8th International Benchmarking Conference. The GBN also undertook projects on its strategic plan, study missions and developing a sustainability benchmarking tool.

The Knowledge and Human Development Authority were the winners of the Global Benchmarking Award – information on their application is shared in the [GBN's Newsletter No.17 December 2013.](#) The Newsletter also has an article on a research project being conducted by Ahmed Abbas from COER on National Benchmarking.



GBN's 22nd AGM with new member's Organisational Excellence Specialists (Dawn Ringrose) and SPRING Singapore (Shuh Lan Tong) welcomed to the GBN.

Is your country represented in the GBN? If not could your organisation represent your country? [Click here](#) on how to apply.

THANK YOU to everyone that has supported COER in 2013!!!

For further information on COER refer to www.coer.org.nz or contact

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