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.

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.

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 of 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”.

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.

- 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, Nabiollah Farahmand, Chief of OSM, Mobarakeh Steel Company, Iran.

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](image1)

• 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](image2)

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.
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.
- 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.

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
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.

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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