

Project Reports: Industry and Services

Second Workshop on APO Best Practice Network

21–24 May 2002, Bangkok, Thailand

BACKGROUND

1. At the APO study meeting on the establishment of a Best Practice Network held in Singapore, 24–27 April 2001, the participants agreed that a Best Practice Network could be set up among APO member countries. The network will generate knowledge on global best practices that will be useful for NPOs in helping their client organizations to achieve best practice performance standards. It will support the transfer of best practice knowledge to clients of NPOs and position the NPOs as leaders in this area of knowledge transfer. The APO Best Practice Network will initially conduct best practice demonstration projects in key areas of interest for client organizations of NPOs.
2. Upon the recommendation of the above APO study meeting, the Inaugural (First) Workshop on the APO Best Practice Network was held in Singapore, 26–28 November 2001. Twenty-three participants from 15 member countries participated in the network meeting. There were fruitful deliberations on the common framework, methodology, and topics to be adopted for the demonstration projects to be undertaken by the network, training design for a training module on the methodology, and specific actions to be taken after the workshop.
3. As a follow-up, a Second Workshop on the APO Best Practice Network was held 21–24 May 2002 in Bangkok, Thailand. Twenty-four participants from 13 member countries participated in the network meeting and contributed to the deliberations. The workshop was facilitated by three resource persons (Mr. Darshan Singh, Program Director, Business Excellence, SPRING Singapore; Mr. Bruce Searles, Director, Benchmarking Partnerships, Australia; and Dr Jong Dae Kim, Kookmin University, Republic of Korea). The program and schedule and list of participants and resource persons are attached as Annexes A and B, respectively.
4. The objectives of the second workshop were to:
 - a. Select demonstration projects to be conducted by the network;
 - b. Train participants in the methodology to be adopted for the network's best practice projects;
 - c. Conduct the initial preparatory work for the implementation of the selected demonstration projects; and
 - d. Develop an action plan for follow-up activities for the selected demonstration projects over the subsequent five months.

SUMMARY OF ISSUES AND RECOMMENDATIONS

TOPIC: SELECTION AND PARTICIPATION OF MEMBER COUNTRIES

5. At the First Workshop on the APO Best Practice Network held in Singapore in November 2001, the participants identified eight possible topics for demonstration projects. These topics were in the broad areas of balanced scorecard management systems, human resources management (HRM), and customer service.
6. The areas were selected based on the following criteria developed at the workshop:
 - a. Consistency with the strategy and goals of the Best Practice Network (e.g., generating useful knowledge base on global best practices and supporting the transfer of global best practices);
 - b. Attractiveness to participating NPOs and their client organizations (e.g., impact on core competencies and alignment with their business excellence/quality frameworks);
 - c. Attractiveness to and accessibility of the participating best practice organizations (e.g., availability/level of support of best practice organizations and level of confidentiality in topic areas among the best practice organizations); and
 - d. Potential impact on and benefits to the network and its participants (e.g., magnitude of expected benefits and likelihood of adaptability of the best practices in the topic areas by the participating organizations).
7. During the funnelling exercise to identify specific topics in the three broad areas, the major principle used at the first workshop was that the selected topics should come from client organizations and reflect their interest and commitment. The eight topics identified in the three broad areas were:

Balanced Scorecard

- Application of the balanced scorecard in organizations.

HRM

- Competence management (e.g., staff induction, value development, learning, creativity development, career path planning, etc.);
- Performance management systems (e.g., performance evaluation and feedback, value analysis, etc.);
- HRM strategies for staff retention.

Customer Service

- Understanding markets and customers (e.g., market/customer segmentation, determining market/customer needs, etc.);
- Customer relationship management (customer contact management, customer feedback management, managing customer information, etc.);
- Customer service delivery (e.g., portfolio pricing, on-time in-full delivery process, service standards, etc.); and
- Enablers for customer service employees (training and development, rewards and recognition, staff empowerment, management support processes and policies, etc.).

8. Based on the feedback that they had gathered from their client organizations in terms of their interest in benchmarking in the selected topics above, participants at the second workshop meeting selected the following topics for the three demonstration projects to be conducted by the APO Best Practice Network:
 - a. Balanced scorecard management system;
 - b. Frontline customer service; and
 - c. People performance management (PPM) system.
9. Participants from the following member countries indicated that they would participate in the three demonstration projects:
 - Balanced scorecard management system-Thailand, Singapore, Philippines, India, Indonesia, Republic of Korea, Malaysia, and Vietnam;
 - Frontline customer service-Philippines, Singapore, Republic of China, Indonesia, and Thailand; and
 - PPM system-Malaysia, Bangladesh, Fiji, Mongolia, Philippines, Thailand, and Indonesia.
10. The participants agreed that NPOs hosting the workshop meetings of the APO Best Practice Network should serve as project leaders for the three demonstration projects. These NPOs will be in the best position to coordinate the work to be done for the implementation of the projects and can take overall responsibility for the successful completion of their projects. **Hence, it was decided that Thailand would be the project leader for the balanced scorecard project, the Philippines the leader for the frontline customer service project, and Malaysia the leader for the PPM system project.**

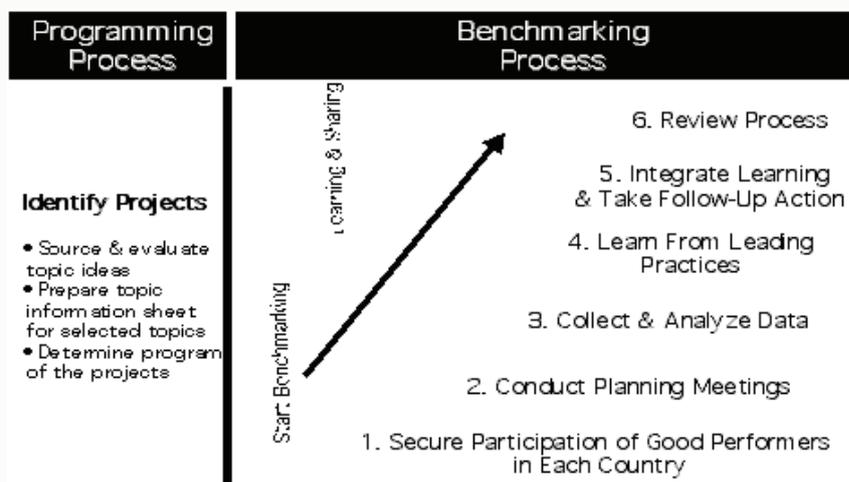
TRAINING IN THE NETWORK'S METHODOLOGY FRAMEWORK

11. At the second workshop, Mr Bruce Searles conducted a benchmarking training session on the methodology framework to be used for the network's demonstration projects. The benchmarking training is designed to help NPO representatives to:
 - Recognize the usefulness of the APO Best Practice Network methodology framework;
 - Learn how to apply the steps in the methodology;
 - Understand their role as well as the role of other parties in applying the framework;
 - Understand the deliverables for each step in the methodology; and
 - Brief and train their customer organizations participating in the network's demonstration projects.
12. To achieve the objectives of the APO Best Practice Network in generating knowledge on best practices and positioning the NPOs as leaders in the transfer of this knowledge to their customer organizations, a best practice "learning and sharing" methodology framework was designed to conduct the network's demonstration projects (see Table 1). This framework is consistent with the comprehensive methodologies used for best practice benchmarking internationally.

This methodology will help to transfer best practice knowledge between countries rapidly and efficiently.

13. A draft training manual on the APO Best Practice Network methodology framework was specifically developed to train NPO representatives in the methodology framework. This manual could subsequently be used by NPO representatives to train their client organizations participating in the network's projects.

Table 1. APO Best Practice Network methodology framework.



14. The network's methodology framework consists of the programming process and the benchmarking process. Under the programming process, there are four tasks: source and evaluate best practice topic ideas based on the needs of NPO client organizations; prepare a topic information sheet for each selected topic area; develop a program of benchmarking projects; and develop action plans for each project. The topic information sheet will cover the title of the proposed topic, reasons for the selection of the topic, outcomes of benchmarking on the topic for participating organizations, specific areas or issues to be covered under the topic, likely participating industries or client organizations, and likely industries to benefit from the findings. The completed topic information sheet will be used to secure the participation of client organizations in benchmarking on the topic.
15. The benchmarking process consists of the following six steps:
 - i. **Step 1:** Secure good performers. This step involves identifying good or high-level performers in the topic area by the participating NPOs in their own countries, securing the commitment of these organizations to participate in the Best Practice Network project, and briefing their representatives on the project.
 - ii. **Step 2:** Conduct a planning meeting. In this step, the project team will confirm the scope of the project (subtopics, issues, and performance measures for the project topic), develop data collection tools, and decide on the approach to be adopted for data analysis.
 - iii. **Step 3:** Data collection and analysis. This step involves the collection of data, analysis of the data, and preparation of a report on the leading practices and benchmark performance levels of participating organizations in each NPO country.
 - iv. **Step 4:** Learning from leading practices. In this step, NPOs in their own countries will work with their own participating organizations to identify

best practices for sharing and the learning needs of the organizations in the project topic area. At the network level, a learning workshop will be conducted to share strengths among participating organizations and address learning needs. Based on the workshop findings, an overall report on the leading practices will be compiled and distributed. The report will also cover the guidelines identified for the adoption of the best practices by learning organizations to improve their performance.

- v. **Step 5:** Integrate learning and follow-up. This step involves the dissemination of findings on best practices and follow-up with participating best practice organizations for further learning, if required. Based on the learning, the participating organizations will develop action plans for improvement and implement them.
- vi. **Step 6:** Review the process. In this review step, the NPOs will report on the benefits/outcomes of participation in the project for their organization and the participating firms in their country. In addition, the process adopted in the project for best practice sharing and learning will be evaluated for the purpose of improvement.

APPLICATION OF METHODOLOGY TO PROJECTS

- 16. During the workshop, the participants, based on their interest in the three demonstration projects, worked in project teams to undertake the tasks involved in the various steps of the methodology framework for their projects. This approach provided the participants with an opportunity to test the methodology and to do the initial preparatory work for the implementation of their projects.

Balanced Scorecard Management System

- 17. The balanced scorecard project was chosen because the balanced scorecard is one of the key strategic tools used by organizations for strategy implementation and performance management. Moreover, strategy management and deployment are often common areas for improvement among organizations under the business excellence framework. The project outcome will enable organizations to attain and sustain competitiveness by learning from the best practices in the design and implementation of the balanced scorecard. These best practices should lead to better deployment of the scorecard, better planning and performance management, and the integration of information as an effective enabler of the balanced scorecard system.
- 18. The scope of the project will include how the balanced scorecard is implemented and deployed, resources and technology utilized to adopt the balanced scorecard system, and tracking and review of the system for continuous improvement. A qualitative process survey will be used as the main data collection instrument for the project. In addition, a key performance indicator (KPI) survey may be used to validate the best practices identified.

Frontline Customer Service Project

19. The frontline customer service project was chosen because service excellence is a key differentiating factor that provides organizations with a competitive edge in the global economy. The outcome of the project should enable organizations to improve their customer satisfaction level. The project will examine frontline customer service at different customer contact points, excluding e-channels and call centers.
20. The scope of the project will cover the service culture of organizations; selection, training, and motivation of frontline staff; environment and facilities to support frontline customer service; process adopted for the delivery of frontline customer service; and the measurement and monitoring of frontline customer service. A qualitative process survey, together with a KPI survey, will be used to collect data from the participating organizations.

PPM System

21. The scope of the PPM system project will cover the following key areas:
 - a. Linkage of PPM to the business mission, objectives, and strategies;
 - b. Strategies for engaging stakeholders in the PPM system of the organization;
 - c. Framework and processes used for PPM and their deployment;
 - d. Ownership of the system by employees;
 - e. Objective performance review and feedback to employees;
 - f. Integration of PPM with other business processes;
 - g. Evaluation of effectiveness of the system; and
 - h. Qualitative process owner survey and staff perception survey to collect data from organizations participating in the project.

PROJECT IMPLEMENTATION

22. The participants agreed that a working group should be formed for each demonstration project to initiate the follow-up actions, based on the network's methodology framework, that need to be taken and to coordinate the implementation of the project among the participating countries. The composition of working groups for the three projects will be as follows:
 - Balanced scorecard management system-Dr. Phanit Laosirirat (Thailand), Mr .Neeraj Chopra (India), and Ms France Marie Padiz (Philippines);
 - Frontline customer service-Mr. Normandy T. Nangca (Philippines), Mr. Ho Kok Wai (Singapore, and Dr Johnson Hsi-Chin Lin (Republic of China); and
 - PPM system-Ms. Shahuren Ismail (Malaysia), Ms. Marilyn David Yap (Philippines), and Ms. Sh. Nurmaa (Mongolia).
23. It was decided that key follow-up actions, as per the schedule, needed to be taken by the project working groups as well as the participating NPOs and their client organizations to implement the projects:

Follow-up Actions

Schedule

- | | |
|---|----------------|
| a. Finalize topic information sheet and project action plan | Mid-June 2002 |
| b. Secure participation of customer organizations | End June 2002 |
| c. Conduct planning meeting | End July 2002 |
| d. Collect data | August 2002 |
| e. Prepare report on leading practices | September 2002 |
| f. Present report at Third Workshop on the APO Best Practice Network in Malaysia | October 2002 |
| g. Conduct learning workshop to address learning needs of organizations by sharing best practices | April 2003 |

Annex B

Second Workshop of the APO Best Practice Network
(21–24 May 2002, Bangkok, Thailand)

List of Participants

Bangladesh

Mr. Mohammad Abdul Musabbir
Research Officer
National Productivity Organisation
Ministry of Industries
Shilpa Bhaban (1F)
91, Motijheel Commercial Area
Dhaka-1000
Tel: 880-2-9554871/3
e-mail: npobd@ncll.com

Republic of China

Dr. Johnson Hsi-Chin Lin
Manager
China Productivity Center
2 F, No. 79, Sec. 1
Hsin-Tai-Wu Road
Hsichih 221
Taipei, Hsien
Tel: 886-2-2698-2989 (Ext. 0157)
Fax: 886-2-2698-9049
e-mail: 0157@cpc.org.tw

Mr. Hsin-Hua Chu
Section Chief
Industrial Development Bureau
Ministry of Economic Affairs
41-3, Sinyi Road
Sec. 3, Taipei
Tel: 886-2-27541255/2431
Fax: 886-2-27048416
e-mail: chh@moeaidb.gov.tw

Fiji

Ms. Mereoni Roraduri
Training Officer
Fiji National Training Council (FNTC)
1 Beaumont Road
8 Miles Narere
P.O. Box 6890
Nasinu
Tel: 679-3392000
Fax: 679-3340184
e-mail: mereoni_r@fntc.ac.fj

India

Mr. Neeraj Chopra

Deputy Director
Total Quality Management and
Benchmarking Division
National Productivity Council
Utpadakata Bhavan
5-6 Institutional Area, Lodhi Road
New Delhi 110003
Tel: 91-11-4626986
Fax: 91-11-4615002
e-mail: ifc@nda.vsnl.net.in
neeraj_chopra@yahoo.com

Indonesia

Mr. Sutanto

Deputy Director
Directorate of Manpower Productivity Development
Ministry of Manpower
Jl. Jend. Gatot Subroto Kav. 51
Floor VII/B
Jakarta Selatan 12950
Tel: 62-21-5255733 (Ext. 346)
Fax: 62-21-5260487
e-mail: protek@centrin.net.id

Republic of Korea

Mr. Byung-Cheol Lee

Consultant
E-Ware System Inc.
3 F, KiaMotors B/D
55-3, Moonjung-Dong
Songpa-Gu
Seoul 138-200
Tel: 82-409-5544
Fax: 82-409-5543
e-mail: bclee@ewaresystem.com

Malaysia

Ms. Shahuren Ismail

Director
National Productivity Corporation
P.O. Box 64
Jalan Sultan
46904 Petaling Jaya
Tel: 60-3-79557266
Fax: 60-3-79578068
e-mail: shen@npc.org.my

Malaysia

Mr. Sabtu Md. Ali
Head
Knowledge Management
Corporate Development Division
Tenaga Nasional Berhad (TNB)
129, Jalan Bangsar
P.O. Box 11003
50732 Kuala Lumpur
Tel: 60-3-22825566
e-mail: sab2@wireless.wise.net.my
sabtu@tnb.com.my

Mongolia

Ms. Sh. Nurmaa
Senior Expert
National Productivity and Development Center (NPDC)
1 F, Central Cultural Palace
Sukhbaatar Sq. 3
Ulaanbaatar 11
Tel: 976-11-323662
Fax: 976-11-329799
e-mail: npdc-mon@mongol.net

Philippines

Mr. Normandy T. Nangca
Senior Project Officer
Productivity & Development Center
Development Academy of the Philippines
San Miguel Ave.
Pasig, Metro Manila
Tel: 63-2-631-2137
Fax: 63-2-631-2137
e-mail: nangcan@dap.edu.ph

Ms. France Marie Padiz
Director for Quality
SPI Technologies, Inc.
SPI Bldg.
Pascor Drive, Sto. Nino
Paranaque City
Tel: 63-2-831-1396
Fax: 63-2-831-0259
e-mail: f.padiz@spitech.com / f.padiz@skyinet.net

Ms. Marilyn David Yap
Director for Quality
St. Jude Medical Center
c/o Nursing Service Office
Dimasalang, Sampaloc
Manila
Tel: 63-2-731-2761 (Ext. 130)
Fax: 63-2-740-4149
e-mail: lynyap@compass.com.ph

Singapore

Mr. Foo Hee Jug

Chief Operating Officer
Changi General Hospital
2 Simei Street 3
Singapore 529889
Tel: 65-68502829
Fax: 65-67880933
e-mail: hee_jug_foo@cgh.com.sg

Mr. Ho Kok Wai

Head & Vice President
Overseas-Chinese Banking Corporation Limited
65 Chulia Street
#22-00 OCBC Centre
Singapore 049513
Tel: 65-65304222
Fax: 65-65322783
e-mail: hokw@ocbc.com.sg

Sri Lanka

Mr. S. P. P. A. Wickramasooriya

Director (Training)
Sri Lanka Standards Institution
No. 17, Victoria Place
Elvitigala Mawatha
Colombo 8
Tel: 84-4-671567/72 or 685546
Fax: 84-4-671579
e-mail: dt@slsi.st.lk

Thailand

Dr. Phanit Laosirirat

Director
Research and Information Technology Division
Thailand Productivity Institute
1025 Yakult Bldg.
12-15 F, Pahonyothin Rd., Payathai
Bangkok 10400
Tel: 66-2-619-5500
Fax: 66-2-619-8096
e-mail: phanit@ftpi.or.th

Mr. Apirux Wannasathop

Deputy Executive Director
Thailand Productivity Institute
1025 Yakult Bldg.
12-15 F, Pahonyothin Rd., Payathai
Bangkok 10400
Tel: 66-2-619-5500 (Ext. 160)
66-2-357-1696
Fax: 66-2-619-8100
e-mail: apirux@ftpi.or.th

Thailand

Ms. Nongluk Prasopsukchokchai

Best Practice Consultant
Thailand Productivity Institute
1025 Yakult Bldg.
12-15 F, Pahonyothin Rd., Payathai
Bangkok 10400
Tel: 66-2-619-5500
Fax: 66-2-619-8096
e-mail: nongluk@ftpi.or.th

Ms. Nongnush Hassametto

Senior Manager
Organization Development
AMD (Thailand) Ltd.
229 Moo 4 Chaengwattana Road
Pak-Kred, Nonthaburi
Tel: 660205841592 (Ext. 30304)
Fax: 66-35-5839260/1
e-mail: Nongnush.hassametto@amd.com

Mr. Chaichana Thongklaew

Senior Manager
Human Resource
Thai Carbon Black Public Co., Ltd.
44 Moo 1, T. Posa A. Muang Angthong 14000
Tel: 66-35-611631/5
Fax: 66-35-611636/620200
e-mail: chaichana@thaicarbon.com

Mr. Phit Simahawong

Department Manager
Merck Ltd.
19 F, Emporium Tower
622, Sukhumvit Road, Klongtoey
Bangkok 10110
Tel: 66-2-6678340
Fax: 66-2-6678338
e-mail: phit@merck.co.th

Ms. Tassaneeya Attanon

Section Head
Public Seminar/Conference
Thailand Productivity Institute
1025 Yakult Bldg.
12-15 F, Pahonyothin Rd., Payathai
Bangkok 10400
Tel: 66-2-619-5500
Fax: 66-2-619-8096
e-mail: tassaneeya@ftpi.or.th

Vietnam

Ms. Nguyen Thi Le Hoa
Consultant on Quality Management System
Vietnam Productivity Centre
Directorate for Standards and Quality (STAMEQ)
12, Hoang Quoc Viet Street
Nghia Do, Cau Giay District
Hanoi
Tel: 84-4-7561501
Fax: 84-4-7561502
e-mail: vpc@fpt.vn

Second Workshop on the APO Best Practice Network
(21–24 May 2002, Bangkok, Thailand)

List of Resource Persons

APO Resource Persons

Dr. Jong Dae Kim
Professor
Kookmin University
c/o 2124, Camino Rey
Fullerton, CA 92833, USA
Tel: 1-714-526-4142
e-mail: jdkim@kookmin.ac.kr

Mr. Bruce Searles
Managing Partner
Benchmarking Partnerships
P.O. Box 3029
Asquith, NSW 2077, Australia
Tel: 61-2-418-267-794
Fax: 61-2-9482-4093
e-mail: searles@zip.com.au

Mr. Darshan Singh
Programme Director
Business Excellence Centre
Enterprise Productivity Division
Standards, Productivity and
Innovation for GrowthP
(SPRING, Singapore)
2 Bukit Merah Central
Singapore 159835
Tel: 65-62793844
Fax: 65-62748078
e-mail: darshan@spring.gov.sg