



**SIXTH WORKSHOP OF
THE APO BEST PRACTICE NETWORK (BPN)**

2–5 August 2005

Bangkok, Thailand

REPORT

Background

1. At the APO Study Meeting on the establishment of a Best Practice Network (BPN) held in Singapore between 24 and 27 April 2001, the participants agreed that a BPN could be set up among APO member countries. The network will generate knowledge on global best practices, which will be useful for NPOs in helping their client organizations 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 knowledge transfer.
2. The APO BPN will initially conduct demonstration best practice projects in key topic areas of interest to client organizations of NPOs. At the First Workshop on the APO BPN held in Singapore, 26–28 November 2001, the participants identified eight possible topics for demonstration projects. These topics are in the areas of the balanced scorecard performance management system, people development and management, and customer focus and service. The topics were identified based on the needs of client organizations of NPOs. In addition, a common framework for the benchmarking methodology to be adopted for conducting the projects was developed. Hence, a standard, consistent method of securing the participation of NPO client organizations in demonstration projects and of carrying out benchmarking across countries for these projects was established.
3. At the Second Workshop on the BPN, the planning phase (which is the first phase in the agreed-upon benchmarking methodology) was initiated for the three selected demonstration projects. These are in the areas of the balanced scorecard, front-line customer service, and people performance management system. Training was also conducted in the methodology so that project participants will be able to implement these projects in their own countries.
4. The NPO representatives from Thailand, Malaysia, and the Philippines were appointed as project leaders for the balanced scorecard, people performance management system, and front-line customer service projects, respectively. They coordinated the implementation of the projects by the participants in line with the timelines decided at the workshop. It was agreed that the project teams should secure the participation of best practice organizations, develop data collection tools, and prepare a report on the data collected by September 2002.
5. As a follow-up, a Third Workshop on the APO BPN was held 28–31 October 2002 in Kuala Lumpur. Twenty-four participants from 14 member countries participated in the workshop and contributed to the deliberations. This workshop reviewed the progress made by the demonstration project teams, refined the methodology adopted for the demonstration projects, and shared the main interim findings of the demonstration projects, including the best practices identified. The planning was also done for the fourth workshop.

6. The Fourth Workshop on the APO BPN (for Sharing and Learning) was held 14–17 October 2003 in Manila. Twenty-three participants from 17 member countries took. The workshop was facilitated by two resource persons (Mr. Darshan Singh, Program Director, Business Excellence, SPRING Singapore; Mr. Bruce Searles, Director, Benchmarking Partnerships, Australia.) The program schedule was designed to share and learn best practices and to develop best practice case studies on the three demonstration project topics (people performance management system, front-line customer service, and balanced scorecard) for dissemination by NPOs to improve productivity among client organizations in their country.
7. The Fifth Workshop on the APO BPN (for Finalization of the Demonstration Projects, Methodology Review, and Planning for Subsequent BPN Projects) was held 22–25 June 2004 in Nepal. Twenty two participants from 15 member countries attended. The workshop was facilitated by one resource person (Mr. Bruce Searles, Director, Benchmarking Partnerships, Australia). The program schedule was designed to share and learn best practices and to develop best practice case studies on the three demonstration project topics (organizational excellence for SMEs, how to do local benchmarking, and developing an innovation culture) for dissemination by NPOs to improve productivity among client organizations in their country. In addition, three new topics were prioritized and scoped and topic information sheets and action plans were developed. Discussions were held on how to improve ongoing collaboration on benchmarking between NPOs including the use of e-benchmarking and roles and responsibilities for the sustainability of the APO BPN were assigned. A one-year cycle for future APO BPN projects was also developed.

THE SIXTH WORKSHOP OF THE APO BEST PRACTICE NETWORK

8. The Sixth Workshop on the APO BPN was held from 2 to 5 August 2005 in Thailand. Twenty-four participants from 14 member countries attended. The workshop was facilitated by two resource persons (Mr. Bruce Searles, Director, Benchmarking Partnerships, Australia; Mr Yoshihiro Takahashi, General Manager, Total Quality Management Department, Philips Electronics Japan, Ltd). The program schedule and list of participants and resource person are attached as Annexes A and B, respectively.
9. The objectives of the sixth workshop were:
 - a) To finalize the learning needs for the benchmarking topics selected at the previous workshop;
 - b) To share the leading practices adopted by best practice organizations to address those learning needs;
 - c) To develop the implementation framework for the adoption of the leading practices identified and review the progress made with regard to benchmarking through virtual networking among NPOs; and
 - d) To decide on the follow-up actions to be taken for the projects and activities over the next nine months

Summary

10. At the Sixth Workshop on the APO BPN, all of the above objectives were met. The three demonstration projects were finalized, culminating in the documentation of

case study reports. These case study reports will enhance the dissemination of best practice findings that has already been initiated by some NPOs. Topics have been agreed and measurement tools will be developed for the next three projects and action plans were also developed. The use of e-benchmarking for the APO BPN to improve efficiency (as well as for ongoing international collaboration) was agreed upon, including the use of e-benchmarks in one of the new projects (Key Performance Indicators [KPIs] for SMEs). New strategic functions for each NPO in the BPN were allocated to reinforced their ongoing success, e.g., publicity through Pakistan and a new BPN Web page on the APONet to be developed by the ROC. Plans were developed to assist NPOs to develop local benchmarking and to gain skills to facilitate benchmarking as well as to participate more effectively in the BPN with client inputs through local benchmarking. Case study reports were also developed for two site visits to best practice organizations in Bangkok (MBP Leather Industries Co. Ltd. and Yokogawa (Thailand) Ltd. Action plans were developed by working groups to share and learn best practices on three new topics in Mongolia in August 2006.

Country Papers

11. The country paper presentations demonstrated further progress on benchmarking in developing countries and maturity in developed countries. There have been seminars, case study reports, and training of NPOs and client organizations, resulting in improvements for those clients. There has also been development of assistance benchmarking within member countries and some development of NPO expertise in benchmarking, although further development support is being planned/needed for a number of countries, e.g., Mongolia, Vietnam, Sri Lanka, Fiji, and the Philippines. See Annex J for the local benchmarking update.

Local benchmarking has been initiated in a few countries, along with linkage of local topic identification to the topic selection for APO BPN projects. e-Benchmarking within the BPN and for ongoing international collaboration has made progress, e.g., between the ROC and Malaysia, and is now a more widespread reality.

Case Studies from Projects identified at the Fifth Workshop in Nepal

12. The case studies for the three topics that were the focus of learning at the sixth workshop will be finalized by the working groups and then the Development Academy of the Philippines (DAP) will take on the task of providing camera-ready originals of all case studies for the three project topics by the middle of March 2006 to the APO for printing. The publication containing more than 12 case studies and three overall topic summaries of best practice is expected to be released by May 2006.

New BPN Project Topics

13. The three topics for the new projects for the APO BPN for August 2005 to August 2006 were prioritized as Public Services Excellence, Key Performance Indicators for SMEs, and Measuring the Impact of Implementing Business Excellence Approaches. All NPO participants present at the workshop are involved in at least one of the three topics. The voting template is attached as Annexure C.

14. The member countries participating in the new project on Measuring the Impact of Implementing Business Excellence Approaches are Singapore (Working Group leader), the Philippines, Malaysia, Japan, India, the ROC, Fiji, and Australia. The topic scope is aimed at identifying ways to measure the benefits of implementing business excellence systems to the performance of organizations. The project results are aimed at promoting the importance of implementing business excellence systems among organizations that have not implemented those systems and to encourage organizations that have implemented such systems to sustain their efforts. The scope covers:
- Benchmarking information from similar studies in other organizations, including input from resources persons, with coverage within and outside the APO region. This will include asking award winners to share approaches used and results.
 - Development of a standard methodology (irrespective of business excellence model) and common KPIs that will be used by members of the APO BPN to conduct impact analyses.
 - Pilot application of the standard method for validation purposes if time allows.

The scope and rationale are shown in the topic information sheet in Annexure D

15. The member countries participating in the new project on Public Service Excellence are the Philippines (Co-Working Group leader), Iran (Co-Working Group leader), Sri Lanka, Pakistan, Thailand, Malaysia, Mongolia, Vietnam, India, and Australia. The topic is aimed at identifying best practices in public service excellence to improve the performance of the public sector, raise awareness of benchmarking, promote the value of best practices, and accelerate the establishment of a best practice database among NPOs. The scope covers
- Electronic service (e-government)
 - Quality improvement
 - Customer focus
 - Competency development
 - Service performance/key results
 - Service leadership

The scope and rationale are shown in the topic information sheet in Annexure E.

16. The member countries participating in the project on Key Performance Indicators for SMEs are Malaysia (Working Group leader), Philippines, Mongolia, Singapore, Fiji, Pakistan, ROK, Sri Lanka, Iran, Vietnam, Bangladesh, and Australia. The topic scope is aimed at identifying a common and systematic framework for performance measurement for SMEs and definitions of these measures by industry cluster, sector, and level of development. KPIs used by participating organizations will be benchmarked for the types of KPIs used and the measurement process. The Malaysia e-benchmark will then be used to benchmark KPI results among clusters of organizations and best practices will be shared in Mongolia.

The scope and rationale are shown in the topic information sheet in Annexure F.

17. Action plans for the three new projects are in Annexure G, with an overall coordinated action plan as shown in Figure 1 below. They are aimed at sharing and learning best practices by August 2006, when the subsequent three topics for 2006/07 will also be planned.

Benchmarking Methodology

18. The APO BPN has adopted a sharing and learning methodology framework for the demonstration projects (Figure 2). This framework will enable project teams to:
- Identify topics of importance to NPO clients;
 - Generate knowledge on global best practices: who does them and how they do them;
 - Share knowledge among participating client organizations and NPOs;
 - Disseminate best practice knowledge in NPOs' countries;
 - Bring about improvement in participating client organizations; and
 - Review and improve APO BPN processes, ongoing self-networking on specific topics, and planning for subsequent topics.

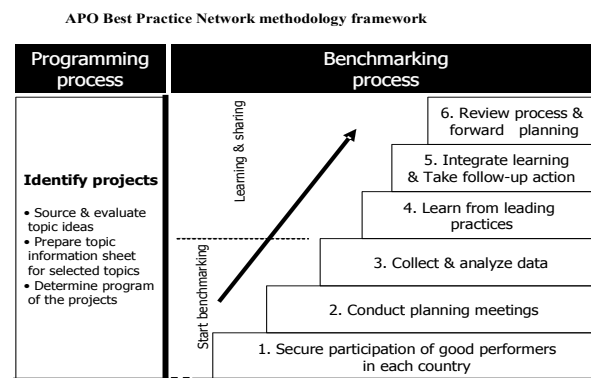


Figure 2. APO BPN methodology framework.

Review of Methodology and Actions to Assist NPOs in Developing Local Benchmarking

19. The methodology of the demonstration projects was reviewed at the fifth workshop and during this review it was evident that many NPOs needed training in the BPN methodology due to changes in personnel over the past three years. This training can be done as part of skills transfer to NPOs for local benchmarking initiatives under the APO DON Program, for example.
20. Recommendations arising from the review at the sixth workshop were:
- NPOs should put benchmarking on their annual agenda and allocate resources specifically to it.
 - As far as possible, NPOs should send the same person to each BPN workshop to ensure continuity in representation at workshop meetings of the APO BPN as well as other related activities, e.g., e-fora, working group meetings, etc.
 - Local benchmarking through NPOs is critical to ensure customer focus for the BPNP, with skills transfer needed to NPOs and their client organizations. NPOs can seek assistance under the APO DON Program.
 - A benchmarking resource person can be deputed to provide specific assistance to transfer benchmarking skills to NPOs on approval of a request to the APO.
 - Training of NPO staff in the BPN methodology framework is needed due to changes in personnel over the past two years. This training can be done as part of skills transfer to NPOs for local benchmarking initiatives and specific local

- (within-country) assistance by a benchmarking resource person.
- f. The following specific roles have been established by NPOs and revised at the sixth workshop for support functions for the BPN:
- Publicity/promotion (newsletter, publications) led by Pakistan (supported by Bangladesh, Nepal, Mongolia)
 - Competencies (training and development needs, how they can be resolved) led by Singapore (Fiji, India)
 - Measurement/APO e-Forum led by Malaysia (Sri Lanka, Iran)
 - Case study management led by the Philippines (India, Fiji)
 - Knowledge management (Web site structure, manual, surveys, case studies linked to other NPOs) led by the ROC (Thailand, Iran)

e-Benchmarking and Ongoing International Collaboration

21. The NPC Malaysia has emphasized the availability of its e-benchmarking facility to support benchmark analysis for the BPN, for ongoing collaboration on past project topics, and for general collaboration between NPOs. The ROC has also offered its similar facility.

FOLLOW-UP ACTION PLAN

22. The following action plan was agreed upon by the meeting:

No.	Activities	When	Who
1	Case Studies for Previous Topics (a) Submission to DAP of all write-ups on case studies and analysis/highlights (b) Submission of camera-ready copy to APO (c) APO to publish Case Study Compendium (d) NPOs to disseminate findings from case study reports in their country	3 October 2005 15 March 2006 1 May 2006 31 July 2006	Previous BPN Topic Working Group leaders DAP APO NPOs
2	Development of NPOs in Benchmarking NPOs to seek benchmarking resource person assistance as required through the DON Program for training of NPO staff and clients in benchmarking and for facilitation of seminars and commencement of local benchmarking	August 2005– May 2006	NPOs
3	NPOs to approach NPC Malaysia and CPC ROC regarding participation in e-benchmarking	August 2005– May 2006	NPOs

4	APO Newsletter article on sixth BPN workshop	1 September 2005	NPO Pakistan
5	NPOs to seek other best practice case study reports on how to do local benchmarking, organizational excellence in SMEs, and innovation culture for dissemination to one another	August 2005–March 2006	NPOs
6	APO BPN Home Page	Report on status August 2006	CPC (ROC)
7	Provide checklist for resources person	1 Dec 2005	Bruce Searles

23. **Figure 1 Coordinated Action Plan for New BPN Topic Working Groups**

No.	Activities	When	Who
1	Secure participation of good performers in each country	30 September 2005	NPOs
2	Conduct planning meeting with good performers	30 November 2005	NPOs
3	Collect and analyze data	31 March 2006	Topic Working Group/NPC to provide e-benchmark facility
4	Prioritize leading practice organizations for inviting to present their case studies/visits in Mongolia—recommendations to APO	30 April 2006	Topic Working Group leader and Topic Expert/APO to arrange invitations to companies through NPOs
5	Seventh BPN Workshop: Sharing and Learning of Leading Practices, Preparation of Case Studies, Review of BPN Methodology, Identification of Next Topics and Action Plan (see objectives below)	August 2006 Mongolia	BPN participants, leading companies selected, benchmarking resources person, APO and Topic Experts—Mongolia to host workshop

SEVENTH APO WORKSHOP MEETING—MONGOLIA, AUGUST 2006

24. The objectives of the Seventh Workshop Meeting of the APO Best Practice Network, to be held in August 2006, will enable sharing and learning of leading practices for the three new topics Preparation of Case Studies, Identification of Next Topics, and Action Plan. These objectives are:
- a) Hear and discuss NPO country updates on their progress with local benchmarking and ongoing international collaboration, and to share how the leading practices identified at the fifth and sixth workshops and in the Case Study Compendium reports were communicated to client organizations of NPOs and used by them for improvement, including benefits and outcomes achieved in their own country
 - b) Hear and discuss Working Group leader update reports, share and learn leading practices (including site visits to local Mongolian best practice organizations), and develop best practice reports on the three new BPN benchmarking topics:
 - *Performance Indicators for SMEs*
 - *Measuring the Impact of Business Excellence*
 - *Public Service Excellence*
 - c) Drafting of best practice case study reports on each of the above new BPN topics and action planning to finalize and disseminate the reports
 - d) Develop topic information sheets and action plans for three new topics for sharing and learning in August 2007
 - e) Hear updates on progress and improve ongoing benchmarking collaboration by NPOs including through e-benchmarking
 - f) Develop action plans for
 - 1. Steps 1, 2, and 3 of the APO BPN Methodology Framework for the new projects over the next 12 months
 - 2. International collaboration
 - g) Review actions taken and develop further action plans to assist NPOs to develop BPNs in their own country with links to the cross-country BPN
 - h) Review the BPN Methodology Framework, the conduct of workshops, and the functions of NPOs and action improvements

SIXTH WORKSHOP ON THE APO BEST PRACTICE NETWORK
2–5 August, 2005, Bangkok, Thailand

PROGRAM SCHEDULE

As of 30 July 2005

DAY 1: 2 August 2005, Tuesday

- a) Review the preparations for the sixth workshop, review learning needs, and receive status reports from each country
b) Review the experiences of the Working Groups and NPOs
c) Commence sharing and learning the leading practices identified by the BPN Working Groups on the topics of *Innovation Culture*, *Organizational Excellence in SMEs*, and *How to Do Local Benchmarking*

TIME/ FUNCTION ROOM	PROGRAM	FACILITATOR
08:30–09:00	Registration	FTPI Secretariat
09:00–09:30 Plenary	Opening Program Welcome Remarks from APO representative	APO representative: Mr. Lee Kia Yoke, Senior Program Officer FTPI representative: Dr. Phanit Laosirirat, Executive Director, FTPI
09:30–09:40 Plenary	Message from FTPI representative Vote of Thanks Group Photo (Opening Ceremony Program to be attached)	
09:40.–10:00 Plenary	Tea Break	All
10:30–12:30 Plenary	Session I – Country NPO Reports as per items i to v of the Project Notification (PN) Pakistan, Singapore, Malaysia, Philippines, and Thailand to also report on their nominated specific functions to sustain the APO BPN as per the PN.	Facilitators: Bruce Searles (Australia), Lee Kia Yoke Each NPO to report
12:30–13:00 Plenary	Session II – Presentation by Innovation Culture Workgroup <ul style="list-style-type: none"> • Status of project • Outputs from workgroup, e.g., Participating NPOs and Customers, Action Plan including actions completed and actions outstanding, Summary of Data Gathered, Learning Needs and Strengths, and finalized program for presentations at the 6th Workshop and method of drafting case study reports 	Innovation Culture Workgroup (Group Leader: Mr. Johnson Lin, ROC & CoGroup Leader: Mr Zahid, NPC Facilitator: Bruce Searles (Australia)
13:00–14:00	Lunch	
14:00–14:30 Plenary	Session III – Presentation by Organizational Excellence in SMEs Working Group	Organizational Excellence in SMEs Working Group (Group Leader: Mr Quek Aik Teng, SPRING Singapore)

	<ul style="list-style-type: none"> • Status of project • Outputs from workgroup, e.g., Participating NPOs and Customers, Action Plan including actions completed and actions outstanding, Summary of Data Gathered, Learning Needs and Strengths, and Finalized program for presentations at the 6th Workshop and method of drafting case study reports 	Facilitator: Mr Yoshihiro Takahashi (Japan)
14.30–15:00 Plenary	Session IV – Presentation by How to Do Local Benchmarking Working Group <ul style="list-style-type: none"> • Status of project • Outputs from workgroup, e.g., Participating NPO's and Customers, Action Plan including actions completed and actions outstanding, Summary of Data Gathered, Learning Needs and Strengths, and finalized program for presentations at the 6th Workshop and method of drafting case study reports 	How to Do Local Benchmarking Working Group (Group Leader: Ms. Elena Avedillo-Cruz) Facilitator: Bruce Searles
15:00–15:30	Tea Break	
15:30–16:45 Work Groups	Session V (a) – Sharing of Best Practices based on Learning Needs for each respective topic by best practice organizations	3 parallel presentations in separate rooms – *Innovation Culture – CPC ROC client organization, *Organizational Excellence for SMEs – SPRING Award Winner; *How to Do Local Benchmarking – FTPI Thailand and Client Facilitators: Bruce Searles & Mr. Yoshihiro Takahashi
16:45–18:00 Working Groups	Session V (b) – Sharing of Best Practices based on Learning Needs for each respective topic by best practice organizations	3 parallel presentations in separate rooms – *Innovation Culture – SPRING Singapore client organization, *Organizational Excellence for SMEs – Australian and NZ recent experience by resource speaker Bruce Searles *How to Do Local Benchmarking – DAP Philippines and Client Facilitators: Bruce Searles & Mr. Yoshihiro Takahashi
19:00–22:00	APO Welcome Dinner	

DAY 2: 3 August 2005, Wednesday

- i) To share and learn the leading practices identified by the BPN Working Groups on the topics of *Innovation Culture*, *Organizational Excellence in SMEs*, and *How to Do Local Benchmarking*
- j) WORKING GROUPS, TOPICS, AND SCOPE FOR NEXT BPN
- k) Report on experiences with ongoing international collaboration and e-benchmarking

TIME / FUNCTION ROOM	PROGRAM	FACILITATOR
09:00–10:15 Working Groups	Session V (c) – Sharing of Best Practices based on Learning Needs for each respective topic by best practice organizations	3 parallel presentations in separate rooms – *Innovation Culture—Japanese experience (leading firm) by resource speaker Mr. Yoshihiro Takahashi; *Organizational Excellence for SMEs—NPC Malaysia Award Winner; *How to Do Local Benchmarking—Australian and NZ recent experience by resource speaker Bruce Searles Facilitators: Bruce Searles & Mr. Yoshihiro Takahashi
10.15–10.45	Tea Break	All
10.45–12:00 Working Groups	Session V (d) – Sharing of Best Practices based on Learning Needs for each respective topic by best practice organizations	3 parallel presentations in separate rooms – *Innovation Culture— Australian and NZ recent experience by resource speaker Bruce Searles *Organizational Excellence for SMEs—Japanese experience (leading firm) by resource speaker Mr Yoshihiro Takahashi; * How to Do Local Benchmarking—NPC Malaysia and Client Facilitators: Bruce Searles & Mr. Yoshihiro Takahashi
12:00–13:00 Plenary	Session VI – Report on Experiences with Ongoing International Collaboration and e-Benchmarking Reports by Malaysia, ROC, + other countries who nominate	Facilitator: Bruce Searles
13:00–14:00	Lunch	
14.00–16.00 Plenary	Session VII – Affinity Analysis of Topics for Next APO BPN to determine	Facilitators: Mr. Bruce Searles & Mr. Yoshihiro Takahashi and supported by Group

	priorities/participating countries and organizations – form Working Groups Includes afternoon coffee	Leaders
16.00–17.30 Work Groups	Session VII (a) – Scoping of Topics for Next BPN	Working Groups Facilitated by Mr. Bruce Searles & Mr. Yoshihiro Takahashi and supported by Group Leaders
17.30–18.00 Plenary	Session VII (b) – Working Groups present on Scope of next BPN topics	Facilitated by Mr. Bruce Searles & Mr. Yoshihiro Takahashi and supported by Group Leaders
18.00–19.30	Dinner	
19.30–20.30	Meeting for Working Group leaders for the Demonstration Projects to develop a plan of action required for compilation of case studies and the overall report for each topic, and recommendations for dissemination of reports, recommendations for the next projects and for future ongoing collaboration on the demonstration projects	Demonstration Project Working Group Leaders facilitated by Mr. Bruce Searles, Mr. Yoshihiro Takahashi, Mr. Lee Kia Yoke

DAY 3: 4 August 2005, Thursday

- A) Site visits to local Thai best practice organizations
- B) Collate learning regarding best practices on the three topics
- C) Prepare Topic Information Sheet and Data Collection Tools for next BPN

TIME/ FUNCTION ROOM	PROGRAM	FACILITATOR
07:00–09:00 08:00–09:00	Travel for Site Visit – MBP Leather Industries Co. Ltd Travel for Site Visit – Yokogawa (Thailand) Ltd	FTPI Secretariat
09:00–13:00	Session VIII – Concurrent Site Visits (Includes Lunch) Site Visit 1 – MBP Leather Industries Co Ltd – Organizational Excellence for SMEs Site Visit 2 – Yokogawa (Thailand) Ltd – Innovation Culture	All
13:00–14:30	Travel back to hotel Plenary meeting - brief	All
14:30–17:00. Work Groups	Session IX – Group Discussions on Key Learning/Best Practice from Presentations on Session V(a) and V(b) on Day 1, presentations on Day 2 & Site Visits, followed by Presentations on Day 4, Includes Afternoon Tea.	All
17:00–17:30 Plenary	Session X– Preparing for Topic Information Sheet – work and draft Data Collection Tools	Mr. Bruce Searles Working Groups
17: 30–20:30 Working Groups	Session XI Working Groups prepare Topic Information Sheets and Draft Data Collection Tools	Working Groups

DAY 4: 5 August 2005, Friday

- a) Working Groups' feedback on learning from presentations and site visits
b) Planning for next steps for next APO BPN

08:30–09:30 Plenary	Session XII – Working Group Presentations on Learning from Site Visits and from Presentations	Working Group Leaders
09:30–10:00 Plenary	Session XIII – Approach to be adopted for Action Planning Session	Mr. Bruce Searles
10:00–11:30 Working Groups	Session XIV – Action Planning – Working Group discussions on action plans for Steps 1, 2, and 3 of the Methodology Framework for New Topics, integration of case study findings, and preparation of case studies	Working Groups
11:3–11:45	Tea Break	All
11:45–12:15 Plenary	Session XVI – Presentation by each working group on their Action Plan	Working Groups
12:15–12:30 Plenary	Session XVII – Workshop review and follow-up actions	Mr. Bruce Searles, Mr. Yoshiro Takahashi
12:30–14:00 Plenary	Closing Ceremony & Farewell Lunch Closing Remarks Vote of Thanks Includes Buffet Lunch	APO Representative, Mr. Lee Kia Yoke, Senior Program Officer APO, and FTPI representatives APO participant representative
14:00–onward	Free Time	

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Total number of Participants= 24

You will have 22 votes and the maximum number of votes that you can put into any topics will be 10 votes																	
	Voting for the Selection of Benchmarking Topics																
1	Six Sigma								7		2	6		2	10		27
2	Lean Production							5	2	9	2			2			20
3	Process Management	8						5						2		8	23
4	5S			5		2		2									9
5	Suggestion Schemes										2						2
6	ISO9000			6		4						6		2			18
7	TQM for SMEs		10			6											16
8	Organizational Excellence in SMEs				6		8				2	4	7				27
9	Succession Planning & Talent Management						6				2					9	17
10	Joint Labor-Management Consulting Systems																0
11	Organizational Competence	7				3					2		7	2			21
12	Developing a Culture of Innovation	7					8		6	2		6			6		35
13	How to Do Local Benchmarking			11	10	4					2			5		5	37
14	Educational Excellence		10							9			8				27
15	Women Entrepreneurs		2														2
16	Excellence in Leadership										2						2
17	Customer Satisfaction Indicators & Measures							10	3					2	6		21
18	Green Productivity					3				2	2						7
19	Sustaining Best Practices																0
20	Data, Information & Knowledge Management								4		2			5			11
21	Environmental Management in the Hotel Industry				6												6
		Philippines	Malaysia	Nepal	India	Mongolia	Singapore	Fiji	ROC	Pakistan	ROK	Thailand	Sri Lanka	Iran	Vietnam	Bangladesh	Total
		22	22	22	22	22	22	22	15	22	18	16	22	20	12	22	301

Voting for the Selection of Benchmarking Topics																		
	Philippines	Malaysia	Japan	India	Mongolia	Singapore	Fiji	ROC	Pakistan	ROK	Thailand	Sri Lanka	Iran	Vietnam	Bangladesh	Total	No of NPOs	Group Leader
Performance Management in SMEs (Malaysia)	*	3			2	*	2		2	2		1	1	1	1	15	11	Malaysia, Pakistan
BMK in the Public Sector (Iran, Vietnam)	*	2		1	*				*		*	*	3	2		16	9	Iran, Vietnam, India
ROI from Application from Business Excellence Framework (Singapore)	2	*	*			3	*	2	1							8	7	Singapore, ROC
Quick Competency for Healthcare & IT Staff (Philippines, ROC)	1															6	3	
How to Do Self-assessment Based on the MBNQA (Thailand)			2		1						3					6	3	
Improving Food Safety Management Systems (Philippines)	3										1		2			6	3	
SCM Linkages for the Garment Industry (Bangladesh)											2				3	5	2	
Exceptional Customer Services in SMEs (Fiji)							3								2	5	2	
ISO9001 and Application of ISO (Mongolia)					3											3	1	
Institutionalizing BMK in NPOs (India)				3												3	1	
Performance Management in the Garment Industry (Sri Lanka)												3				3	1	
BMK as a Tool to Conduct Effective Industrial Gap Analysis (Pakistan)									3			2				5	2	
Effective Use of BSC with Hoshin Kanri (Japan)			3							1						4	2	
Work-life Balance for the Workforce (Singapore)		1	1			1	1	1								5	5	
	6	5	2	4	6	3	5	2	6	2	6	6	6	3	6	68		

TEMPLATE
STEP A.2 TOPIC INFORMATION SHEET

Topic Title

Country: **Measuring the Impact of Implementing Business Excellence Approaches**

1. Title of topic
Measuring the Impact of Implementing Business Excellence Approaches
*Participating Countries
The participating countries in this project will be Singapore (Working Group leader), Philippines, Malaysia, Japan, India, ROC, Fiji, and Australia.
2. Rationale for selection
The rationale for this selection is to:
 - 1) Measure the benefits of implementing business excellence systems
 - 2) Correlate the impact of implementing the business excellence systems to organizational performance
 - 3) Use the findings to promote business excellence systems among organizations that have not implemented these systems
 - 4) Encourage organizations to sustain the implementation of business excellence systems
3. Outcome of benchmarking on the topic (end result for organization)
 - 1) Benchmark information of similar studies in other organizations
 - 2) Standard methodology that will be used by members of the network to conduct impact analysis
 - 3) Pilot application of standard methodology for validation purposes
4. Methodology/scope (specific areas or issues to be covered under the topic)
 - 1) Identify/search for similar studies that were done by other countries (within and outside the APO region)
 - 2) Resource experts to share similar studies that were done from other countries which can be customized by each NPO
 - 3) Ask award winners to share approaches used and results
 - 4) Group leader to design survey forms/structure that other NPOs/companies can fill in
 - 5) Aim is to identify common key performance indicators that will be used
 - 6) A similar methodology can be used to measure the various models for business excellence (e.g., QMS, ISO, Baldrige Award)
 - 7) Impact can be measured in terms of:
 - i. Financial
 - ii. Operational/environmental
 - iii. People satisfaction/safety
 - iv. Customer satisfaction
 - v. Others
 - 8) Need a focus on organizations that have implemented the business excellence system for at least 5 years
 - 9) Scope covers:
 - i. National level
 - ii. Industry level
 - iii. Firm level
 - iv. Management system level, e.g., Baldrige, ISO9000
5. Likely participating industries and/or clients that are good performers
 - 1) Business excellence award winners
 - 2) ISO-certified Organizations
 - 3) Winners of any national award
 - 4) NPO client organizations

6. Likely organizations & industries to benefit from findings
 - 1) Custodians of national awards
 - 2) NPOs
 - 3) NPO client organizations
 - 4) Senior management (firm level)
 - 5) Consultants
 - 6) Universities

TEMPLATE
STEP A.2 TOPIC INFORMATION SHEET

Topic Title
Public Service Excellence

1. Title of topic: Public Service Excellence
*Participating Countries
The participating countries in this project will be the Philippines (Co-Working Group leader), ROC (Co-Working Group leader), Sri Lanka, Pakistan, Thailand, Malaysia, Iran, Mongolia, Vietnam, India, and Australia.
2. Rationale for selection
The rationale for this selection is to:
 - a. Improve performance of the public sector
 - b. Increase number of exemplars from the public sector
 - c. Raise awareness of benchmarking
 - d. Promote the value of best practices among public-sector organizations
 - e. Accelerate the establishment of best practice database among NPOs
3. Outcome of benchmarking on the topic (end result for organization)
 - Setting up a strong foundation for benchmarking activities in APO member countries
 - Establishment of a foundation for a performance database
 - Sharing of best practices among participating organizations
4. Scope (specific areas or issues to be covered under the topic)
 - ∞ Electronic service (e-government)
 - ∞ Quality improvement
 - ∞ Customer focus
 - ∞ Competency development
 - ∞ Service performance/key results
 - ∞ Service leadership
5. Likely participating industries and/or clients that are good performers
Local government units
6. Likely industries to benefit from findings
 - ∞ SMEs
 - ∞ Citizens
 - ∞ Business sector
 - ∞ Other local government units
 - ∞ National government

TEMPLATE
STEP A.2 TOPIC INFORMATION SHEET

Topic Title
Key Performance Indicators for SMEs

1. Title of topic:
Key Performance Indicators for SMEs
*Participating Countries

The participating countries in this project will be Malaysia (co-Working Group leader), Philippines, Mongolia, Singapore, Fiji, Pakistan (co-Working Group leader), ROK, Sri Lanka, Iran, Vietnam, Bangladesh, and Australia.

2. Rationale for selection

The rationale for this selection is to:

- a. Compare and integrate performance of SMEs based on KPIs
- b. Share performance of SMEs across regions
- c. Use KPIs and benchmarks for leveraging the performance of SMEs

3. Outcome of benchmarking on the topic (end result for organization)

The outcomes for benchmarking on the topic will be a KPIs Databank and Benchmarks for SMEs as well as later sharing of best practices that will be identified through the benchmarks.

4. Scope (specific areas or issues to be covered under the topic)

The topic scope is aimed at identifying a common and systematic framework for performance measurement for SMEs and definitions for these measures by industry cluster, sector, and level of development. KPIs used by participating organizations will be benchmarked for the types of KPIs used and the measurement process. The Malaysia e-benchmark will then be used to benchmark KPI results among clusters of organizations and best practices will be shared in Mongolia.

Specifically the scope and process will be:

1. Development of KPIs September (M/P)
 - ∞ Study and compare existing KPI framework for SMEs
 - ∞ Definition of KPIs through industry/country clusters
 - ∞ Determine SMEs according to NPOs
2. Verify KPIs with NPOs/participating companies October (NPOs)
 - Explain to companies
3. Pilot survey – All NPOs Mid Jan (All NPOs)
4. Preliminary reports March (M/P)
5. Input data in e-benchmark system (current complete year) April–May
6. Identify models of best practice SMEs (local companies) End May
7. Final report for each country June–July
5. Likely participating industries and/or clients that are good performers

Companies associated with local NPOs
Top industry performers
6. Likely industries to benefit from findings
 - ∞ Manufacturing

- ∞ Garments/textiles (Pakistan, Mongolia, Bangladesh, Sri Lanka, Nepal, India)
- ∞ Automotive vendors (Malaysia, Pakistan, Australia, ROK, ROC, Thailand)
- ∞ Services

Suggested KPIs

Innovation

- ∞ Innovation index
- ∞ New markets
- ∞ New products

Technology

- ∞ OEE
- ∞ Leverage index

Productivity

- ∞ Output/input
- ∞ IPQC
- ∞ Value added
- ∞ Yield

Quality

- ∞ PPM
- ∞ COQ
- ∞ NOOQ
- ∞ OQC
- ∞ MTBE (reliability)
- ∞ Failure rate

Customer Satisfaction

- ∞ Delivery performance
- ∞ Market share
- ∞ No. of complaints/compliments

Supplier/Partners

- ∞ Supplier routing
- ∞ IQC

Employee Satisfaction

- ∞ Commitment index
- ∞ Absenteeism
- ∞ Training
- ∞ Attrition rate
- ∞ Rewards

Financial Costs

- ∞ Sales turnover
- ∞ Material utilization
- ∞ Labor cost

Corporate Governance/Environment and Safety Conformance

- ∞ Wastage
- ∞ Accident rate
- ∞ Compliance issues

Action Plan for Measuring the Impact of Business Excellence Approaches**SCHEDULE OF PROJECT**

ACTIVITY	TARGET DATE	RESPONSIBLE
Preliminary Work Identify/search for similar studies that were done by other countries (within and outside APO region)	November 2005	Resource Experts/Members
Share similar studies that were done from other countries which can be customized by each NPO	November 2005	Resource Experts/Members
Consolidate findings and design survey forms/structure that other NPOs/companies can fill in	December 2005	Group Leader
Conduct Pilot Study Secure participation of NPOs, then meet with participating organizations to discuss objectives of the study, show the proposed methodology, and secure approval and advice from the APO	January 2006	Group Leader/Members
Collect and analyze data	June 2006	NPO
Consolidate findings Share in Mongolia	August 2006	NPO/Group Leader

Action Plan for Public Service Excellence**SCHEDULE OF PROJECT**

ACTIVITY	DEADLINE	RESPONSIBILITIES	HOW
1. Formulate NPO program	15 September 2005	NPOs	Prepare working program and get approval, request DON
2. Secure participation of good performers	30 September 2005	NPOs	
a. Identify organizations			Consider associations, winners of public-sector productivity and quality award, league of cities/municipalities
b. Seek their commitment to participate in the project			Issue letters of invitation, direct contact, telephone, e-mail
c. Brief their representatives on the project			Conduct orientation on the program
d. Follow up and maintain commitment			Direct contact, telephone, e-mail
3. Conduct planning meeting	30 November 2005	NPOs and local network	Conduct local network meeting, telephone, e-mail, etc.
a. Confirm scope, measures			
b. Develop method of data collection			
c. Setting data analysis strategy			
4. Collect and analyze data	31 March 2006	Topic Working Group/NPC Malaysia to provide e-benchmark facility	Data collection at local network, telephone, e-mail, etc. Report preparation
a. Identify KPIs (10 maximum)		NPC Malaysia	
b. Development of qualitative survey			
5. Prioritize leading practice organizations for inviting to present in Mongolia	30 April 2006	Topic Working Group Leader and Topic Expert	APO to arrange invitations to companies through NPOs
6. Learn from leading practices	August 2006	BPN participants, ;leading companies elected, benchmarking resources person, APO and Topic Experts	7 th APO BPN hosted by NPDC Mongolia

Action Plan for Key Performance Indicators (KPIs) for SMEs

SCHEDULE OF PROJECT

ACTIVITY	TIMELINE	RESPONSIBILITIES	HOW
1. Select Topic and Scope—KPI's for SME's	4 August 2005	NPOs	Through discussion among members
2. Secure Participation of Good Performers	30 September, 2005		
2.1 Establishment of Working Group		NPOs	Identification of key personnel and best performing companies
2.2 Preparation of Scope and TOR of project as a guideline		Malaysia, Pakistan	Through research teams at respective NPOs and e-mail for consensus
2.3 Promote projects to solicit participation		NPOs	Conduct orientation on the program
3. Conduct planning meeting	30 November, 2005		
3.1 Collect all KPIs related to SMEs		NPOs	Industry surveys, research, site visits
3.2 Share KPIs between NPOs		BPN	e-Mail, telephone, etc.
3.3 Develop KPIs—Generic/definition according to industry cluster, sector, and level of development.		Malaysia, Pakistan	Research teams collate data from surveys
3.4 Share KPIs for comments and feedback		BPN	e-Mail
3.5 Discuss KPIs with participating companies (feedback to be communicated to the BPN)		NPOs/SMEs	e-Mail and meetings with companies
3.6 Finalize KPIs and prepare questionnaires		Malaysia, Pakistan	e-Mail, research
4. Collect and analyze data	31 March 2006		
4.1 Pilot surveys		NPOs	Company visit, focus groups
4.2 Prepare summary of KPIs collected		Malaysia, Pakistan	e-Mail, research, e-benchmark
4.3 Share findings and data with BPN		BPN	e-Mail, e-benchmark (if appropriate time available for data to be transferred)
4.4 Actual survey of SME's		NPOs	Company visit, focus groups
4.5 Data collection and analysis/interpretation		Malaysia, Pakistan	e-Benchmark, research, e-mail
4.6 Finalization of report for KPIs for SMEs		Malaysia, Pakistan	Research, e-mail
4.7 Identify SMEs to share best practices in Mongolia	30 April 2006	NPOs	Companies visits/meetings
5. Learn from Leading Practices	August 2006 Mongolia		
5.1 Plan for learning workshop at APO-BPN level			BPN, company to present best practices

LOCAL BENCHMARKING UPDATE

Network Topic	Network Main Scope	Status of Benchmarking Process	Successes	Issues/Problems
Country: Sri Lanka No. Networks = 1 No. Orgs =				
Employee satisfaction and productivity	<ul style="list-style-type: none"> ∞ To identify KPIs ∞ Improve the level of productivity 	At the data collection stage	<ul style="list-style-type: none"> ∞ Secured participation of the members ∞ Management commitment 	<ul style="list-style-type: none"> ∞ Lack of manpower in NPO ∞ Financial ∞ Technical
Country – Mongolia No.of Networks – 1 No. Orgs.				
Organizational Excellence	National Productivity Award Winners	Just starting	NPDC is implementing the “demonstration company” project on Change Management	Lack of skill to apply systematic methodology on practice
Country – ROC, Taiwan No.of Networks – 1 No. Orgs.				
i-bench platform (innovation culture)	Industry survey and KPI database	Survey analysis	Ongoing and maintained	Data gathering

Network Topic	Network Main Scope	Status of Benchmarking Process	Successes	Issues/Problems
Country – Bangladesh No.of Networks – 1 No. Orgs. 5				
How to do local benchmarking	<ul style="list-style-type: none"> ∞ Promoting the concept of benchmarking and acquiring the benchmarking methodology ∞ Gain access to best practice information 	Process benchmarking	<ul style="list-style-type: none"> ∞ Reduce wastage ∞ Maintain standard temperature ∞ High standard of product ∞ Conducive working atmosphere by applying 5S activities properly 	<ul style="list-style-type: none"> ∞ High wastage ∞ Low standard of product ∞ Unfavorable working conditions
Country – Fiji No.of Networks – 1 No. Orgs. 5				
<ul style="list-style-type: none"> ∞ Kaizen in SMEs ∞ Excellence in Customer Service 		Mar 06	Some anticipated	APO support (Issue) Training Collaboration with NPOs on e-bench NPO manpower (Fiji) (problems are with respect of local network)

Network Topic	Network Main Scope	Status of Benchmarking Process	Successes	Issues / Problems
Country – Malaysia No.of Networks – 13 CoPs No. Orgs.				
	<ul style="list-style-type: none"> ∞ Manufacturing ∞ Utility ∞ Human Resources ∞ Public Sector ∞ Construction ∞ Services 	<ul style="list-style-type: none"> ∞ Beginning stage of benchmarking ∞ Benchmark established ∞ Sharing of benchmarks/best practices ∞ Sharing of benchmarks/best practices ∞ Beginning stage of benchmarking ∞ Established benchmarks 	<ul style="list-style-type: none"> ∞ Report ∞ Sharing in workshop ∞ Sharing in workshop & publications ∞ Sharing in workshops & publications ∞ Report ∞ Sharing in workshops ∞ NPC is currently reviewing the establishment of CoPs & will be submitting fresh information 	

Network Topic	Network Main Scope	Status of Benchmarking Process	Successes	Issues/Problems
Country – Japan No.of Networks – 2 No. Orgs.	∞	∞	∞	
<ul style="list-style-type: none"> ∞ JQA winners ∞ BSC Forum ∞ BEM 	<ul style="list-style-type: none"> ∞ Impact of BE Approach ∞ BSC & BE ∞ JQA/EFQM (consultants, universities, firms etc.) 	<ul style="list-style-type: none"> ∞ Just started in line with new topics in 2005 ∞ Regular seminars ∞ Database 	<ul style="list-style-type: none"> ∞ JPC will support us ∞ Continued 	Not specified
Country – Vietnam No.of Networks – not yet No. Orgs. N/A			∞	
e-Benchmark of e-government	Business services	Started	∞	
Country – Singapore No.of Networks – not yet No. Orgs. N/A	NB: Have about 700 organizations certified to various frameworks managed by SPRING -	Singapore Quality Class (SQC), People Developer Standard (PDS), Innovation Excellence (IE) & Service Excellence (S-Class)		
BPIR	Sharing of best practices through BPIR	Pilot phase for SQC organizations	∞ To be determined	To be determined