



**INTERNATIONAL
BEST
PRACTICE
COMPETITION**

FINAL PROGRAM

<http://www.bestpracticecompetition.com/>

DAY 1 – 5th INTERNATIONAL BEST PRACTICE COMPETITION

Tuesday 25 April 2017	Location – Classroom # 701, 7th Floor, NMIMS University Building, Opp. NM College, Gulmohar Road, Suvarna Nagar, Vile Parle (West), Mumbai 400056, India. https://goo.gl/maps/qiR6SktJPtz
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Registrations open from 8.00am

9.00am	Welcome to the International Best Practice Competition – Dr Robin Mann, Founder – International Best Practice Competition and Head of Centre for Organisational Excellence Research, New Zealand.
9.05am	Welcome to NMIMS University – Prof Rajan Saxena, Vice Chancellor of Narsee Monjee Institute of Management Studies (NMIMS), India
9.15am	Keynote Speech – The Journey from Quality to Best Practices to Innovation , Suresh Lulla, Founder, Qimpro and BestPrax Limited, India
9.45am	Keynote Speech – Sustaining Business Excellence: ST Engineering Experience , Harnek Singh, President, Asia Pacific Quality Organisation, Singapore
10.15am	Overview of the International Best Practice Competition – Dr Robin Mann, Founder – International Best Practice Competition and Head of Centre for Organisational Excellence Research, New Zealand.
10.30am	Break
11.00am	<p>International Best Practice Competition</p> <p>Session 1 - Qualifying Round Introduction, Dr Robin Mann, Director, COER (5 minutes) 5x8 minute best practice presentations (40 minutes) Changeover time between presentations (10 minutes) Judges questions and responses (25 minutes)</p> <ul style="list-style-type: none"> • Strategic planning and deployment <ul style="list-style-type: none"> - 5A Process - A JIC Signature Strategy, Loganathan Murthy, Head Business Excellence & Strategic Planning, Al Jazeera International Catering LLC, United Arab Emirates - Ensuring Organizational Alignment of Strategic Initiatives for Institutional Improvement, Juliet J. Balderas, MD, Officer in Charge- Office of Strategy Management, Philippine Heart Center, Philippines • Performance management and measurement <ul style="list-style-type: none"> - Reviewing organizational performance to deliver projects/strategy on time and to budget, Sachin Garg, Head – Strategy & Business Excellence, Tata Housing Development Co Ltd, India

	<ul style="list-style-type: none"> - Business Performance Management and Intelligence System, Anuradha Shenoy, Sr. Manager (Is Refinery System), J Muralidharan, Dy. Manager Operations (Scheduling) & Srikumar D, Sr. Manager (Is Refinery), Bharat Petroleum Corporation Limited (Mumbai Refinery), India • Innovation (in products/services and processes) - HDFC Bank's Digital Innovation Practice - IISS Model, Rajnish Khare, Head - Digital Transformation, Social Business & New Media and Mobility Banking & Dheemant Thacker, Head - Mobile Innovation and Social Media Banking, HDFC Bank, India <p>Judges: Abraham Fenn, President, New Zealand Organisation for Quality, New Zealand Ahmed Abbas, Board Member, Bahrain Quality Society, Bahrain Pathmani Mangalika de Silva, President, Sri Lanka Association for Quality, Sri Lanka Harnek Singh, President, Asia Pacific Quality Organisation, Singapore</p>
12.20pm	Lunch
1.20pm	<p>Session 2 - Qualifying Round</p> <p>Introduction, Dr Robin Mann, Director, COER (5 minutes) 6x8 minute best practice presentations (48 minutes) Changeover time between presentations (15 minutes) Judges questions and responses (30 minutes)</p> <ul style="list-style-type: none"> • Process management and improvement (Six Sigma, QC, QA, and quality management) - Application of the TRADE Benchmarking Methodology to improve the purchasing process, Ahmed Al Zarouni, Head Of Purchase Section, Rafeea E Aleghfeli, Head of Excellence Programs, Ali Eissa, Senior Purchase Officer, Hessa Al Ammedi, Head of Purchase Unit, Rahma Aal Ali, Head of Planning & Development Office, Dubai Municipality, United Arab Emirates - Re-engineering business processes based on APQC Process Classification Framework, Masoud Jafari, Industrial Engineering and Planning Manager & Mahdi Rami, Quality Assurance Manager, Darou Pakhsh Pharma Chem, Iran - Integrating an innovative Traffic Light System into the production environment, Melanie Alican, Quality Inspector, Alpha-Omega, New Zealand - Integrated Electronic ITQAN 2020: KSU Quality Management System, Dr. Teay Shawyoun, Consultant, King Saud University, Saudi Arabia - A novel way of providing comprehensive medical geriatric services, Jameela Alsalman, Geriatrician, Ministry of Health, Bahrain - Aiming for defect free product and faster construction, Urvesh Mehta, Vice President – Projects & Suryaprakash Yadav, Senior Executive Planning, Marathon Realty, India <p>Judges: Harnek Singh, President, Asia Pacific Quality Organisation, Singapore Arndt Husar, Deputy Director of the UNDP Global Centre for Public Service Excellence (GCPSE), Singapore. Professor Hadi Eltigani, CEO, Abu Dhabi International Centre of Excellence (ADICOE), UAE Pathmani Mangalika de Silva, President, Sri Lanka Association for Quality, Sri Lanka</p>
3.00pm	Break
3.30pm	<p>Video presentation of:</p> <ul style="list-style-type: none"> - 5S starts with the teacher, not the pupil, Claudia Bustos, Director, Kutralwe preschool, Chile

4.00pm	<p>Session 3 - Qualifying Round</p> <p>Introduction, Dr Robin Mann, Director, COER (5 minutes) 5x8 minute best practice presentations (40 minutes) Changeover time between presentations (10 minutes) Judges questions and responses (25 minutes)</p> <ul style="list-style-type: none"> • Leadership (vision, values, developing leaders, ethics, governance) <ul style="list-style-type: none"> - Visible leadership – A best practice in the application of the Tata Business Excellence Model, Sachin Garg, Head – Strategy & Business Excellence, Tata Housing Development Co Ltd, India. - Living our values, Rati Diwan, General Manager – Human Resources, Max Bupa Health Insurance Company Ltd, India. • Employee teams, empowerment, motivation, and satisfaction <ul style="list-style-type: none"> - AFKARI - DEWA's Ideas Management System, Muna Al Zaabi, Manager – Innovation Support, Dubai Electricity and Water Authority, United Arab Emirates - Increasing engagement rates in problem solving through an appraisal system, Leila Kuhpae, Director, Sehat Industrial and Commercial Co., Iran - An initiative to raise People Happiness to world-class levels, Dr. Wafi Dawood, Chief of Strategy & Excellence & Kalthoom AlBalooshi, Executive Director of Education Development, Knowledge & Human Development Authority, Dubai, United Arab Emirates <p>Judges: Abraham Fenn, President, New Zealand Organisation for Quality, New Zealand Arndt Husar, Deputy Director of the UNDP Global Centre for Public Service Excellence (GCPSE), Singapore. Pathmani Mangalika de Silva, President, Sri Lanka Association for Quality, Sri Lanka Harnek Singh, President, Asia Pacific Quality Organisation, Singapore</p>
5.20pm	Closing comments
5.30pm	Close



**INTERNATIONAL
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DAY 2 – 5th INTERNATIONAL BEST PRACTICE COMPETITION

**Wednesday
26 April
2017** Location – Classroom # 701, 7th Floor, NMIMS University Building, Opp. NM College, Gulmohar Road, Suvarna Nagar, Vile Parle (West), Mumbai 400056, India.
<https://goo.gl/maps/qiR6SktJPtz>

Registrations open from 8.00am

8.45am **Welcome to Day 2 of the International Best Practice Competition** – Dr Robin Mann, Founder – International Best Practice Competition and Head of Centre for Organisational Excellence Research, New Zealand.

9.00am **Session 4 - Qualifying Round**

Introduction, Dr Robin Mann, Director, COER (5 minutes)
5x8 minute best practice presentations (40 minutes)
Changeover time between presentations (10 minutes)
Judges questions and responses (25 minutes)

- **Customer and market focus (understanding customers, building customer relationships, marketing)**
 - **Global Montessori Plus (GMP) - Learning and development for pre-schoolers**, Arati Mhatre, Manager – Global Centre for Education Excellence & Balkunje Gokulananda Shenoy, Director - Global Centre for Education Excellence, Global Indian International School, Singapore
 - **Developing young Malaysians to be successful entrepreneurs**, Rokiah Rajak, Director, Operations Division & Siti Eairin Mohd, Head of Organization Method & Quality Improvement Department, Small Medium Enterprise Development Bank Malaysia Berhad, Malaysia
 - **A participatory, transparent and explicit priority-setting process to maximise health outcomes**, Aristides Tacang, Social Insurance Specialist, Philippine Health Insurance Corporation, Philippines
- **Health and Safety**
 - **A novel way of conducting an antibiotic management/stewardship program**, Jameela Alsalman, Geriatrician, Ministry of Health, Bahrain
 - **Employee Health Management System**, Dr Vandana Shinde, Manager Medical Services & Pushpalatha Ravi, Sr Manager (Information Systems), Bharat Petroleum Corporation Limited (Mumbai Refinery), India

Judges:
Abraham Fenn, President, New Zealand Organisation for Quality, New Zealand
Pathmani Mangalika de Silva, President, Sri Lanka Association for Quality, Sri Lanka
Arndt Husar, Deputy Director of the UNDP Global Centre for Public Service Excellence (GCPSE), Singapore.
Professor Hadi Eltigani, CEO, Abu Dhabi International Centre of Excellence (ADICOE), UAE

10.20am **Break**

10.45am	<p>Session 5 - Qualifying Round</p> <p>Introduction, Dr Robin Mann, Director, COER (5 minutes) 5x8 minute best practice presentations (40 minutes) Changeover time between presentations (10 minutes) Judges questions and responses (25 minutes)</p> <ul style="list-style-type: none"> • Education, training, development and learning <ul style="list-style-type: none"> - 9 GEMS – An integrated & holistic pedagogical approach, Bhuvaneshvari Veeraraghavan, Academic Coordinator, Dimple Yadav, Academic Coordinator, Arati Mhatre, Manager – Global Centre for Education Excellence & Balkunje Gokulananda Shenoy, Director - Global Centre for Education Excellence, Global Indian International School Pte. Ltd., Singapore. - Development of PhilHealth Learner's Material for the Basic Education Program of the Philippines: Planting the Seed of Sustainability, Arsenia B. Torres, Senior Manager, Social Health Insurance Academy, Philippine Health Insurance Corporation, Philippines • Social and environmental responsibility (surpassing regulatory requirements/engaging with the local community) <ul style="list-style-type: none"> - Fundraising - Creating publicity and social awareness. Low Cost, High Profit, Huge Impact, Dato' `Aliyah Karen, CEO, MAA Medicare Charitable Foundation, Malaysia - Building a multi-purpose hall for students and teachers, Lal C. Weerasinghe, Director/ General Manager, Sierra Readymix (Pvt.) Ltd, Sri Lanka. - Walk for Health, Aanchal Jain, Head - Corporate Communication, Max Bupa Health Insurance Company Ltd, India <p>Judges: Abraham Fenn, President, New Zealand Organisation for Quality, New Zealand Ahmed Abbas, Board Member, Bahrain Quality Society, Bahrain Arndt Husar, Deputy Director of the UNDP Global Centre for Public Service Excellence (GCPSE), Singapore. Professor Hadi Eltigani, CEO, Abu Dhabi International Centre of Excellence (ADICOE), UAE</p>
12.05pm	Lunch
1.15pm	Certificates to all Qualifiers and Group Photo
1.25pm	Announcement of 5 Finalists of the International Best Practice Competition
1.35pm	Keynote Speech - The transformation of Dubai and the UAE through strong leadership, business excellence and innovation , Professor Hadi Eltigani, CEO of the Abu Dhabi International Centre for Organizational Excellence, United Arab Emirates
2.05pm	Keynote Speech - Foresight and innovation - towards future-readiness , Arndt Husar, Deputy Director, United Nations Development Program (UNDP) Global Centre for Public Service Excellence (GCPSE), Singapore.
2.35pm	Break
3.00pm	<p>Final – Organisation-Wide Innovation Award</p> <p>Introduction, Dr Robin Mann, Director, COER (5 minutes) 2x15 minute best practice presentations (30 minutes) Changeover time between presentations (5 minutes) Judges questions and responses (20 minutes)</p> <ul style="list-style-type: none"> - NLB's Organisation-wide innovation approach, Siang Hock Kia, Deputy Director, National Library Board, Singapore - MPA's Organisation-wide innovation approach, Manin Kaur, Assistant Director, Organisational Excellence, Maritime and Port Authority of Singapore, Singapore <p>Judges Arndt Husar, Deputy Director of the UNDP Global Centre for Public Service Excellence (GCPSE), Singapore. Suresh Lulla, Founder, Qimpro and BestPrax Limited, India</p>

	<p>Professor Hadi Eltigani, Director, Abu Dhabi International Centre of Excellence (ADICOE) and Abu Dhabi Chamber of Commerce, UAE</p> <p>Abraham Fenn, President, New Zealand Organisation for Quality, New Zealand</p> <p>Ahmed Abbas, Board Member, Bahrain Quality Society, Bahrain</p>
4.00pm	<p>Final - International Best Practice Competition</p> <p>Introduction, Dr Robin Mann, Director, COER (5 minutes)</p> <p>5x8 minute best practice presentations (40 minutes)</p> <p>Changeover time between presentations (10 minutes)</p> <p>Judges questions and responses (25 minutes)</p> <p>Judges to be selected from:</p> <p>Abraham Fenn, President, New Zealand Organisation for Quality, New Zealand</p> <p>Jorge Roman, CEO, Business Excellence Chile, Chile</p> <p>Pathmani Mangalika de Silva, President, Sri Lanka Association for Quality, Sri Lanka</p> <p>Harnek Singh, President, Asia Pacific Quality Organisation, Singapore</p> <p>Arndt Husar, Deputy Director of the UNDP Global Centre for Public Service Excellence (GCPSE), Singapore.</p> <p>Suresh Lulla, Founder, Qimpro and BestPrax Limited, India</p> <p>Professor Hadi Eltigani, CEO, Abu Dhabi International Centre of Excellence (ADICOE), UAE</p> <p>Ahmed Abbas, Board Member, Bahrain Quality Society, Bahrain</p>
5.20pm	Break
5.40pm	Announcement of Organisation-Wide Innovation Award Winner & Runners Up
5.50pm	Announcement of International Best Practice Competition Award Winner & Runners Up
6.00pm	Close

Judges of the International Best Practice Competition

Professor Hadi Eltigani



Professor Hadi Eltigani roles in the UAE between 1997 to date are Chief Executive Officer (CEO) of the Abu Dhabi International Centre for Organizational Excellence (ADICOE), Coordinator General of the Sheikh Khalifa Excellence Award (SKEA), Executive Director for the Department of Planning & Corporate Support at the Abu Dhabi Chamber of Commerce and Industry (ADC) and Chairman of the Emirates Quality Association (EQA). Prof Hadi's contributions include building the infrastructure and criteria of the Dubai Quality Award (DQA) which was then selected as the Best Government initiative by the Dubai Program for Government Excellence.

In Abu Dhabi he led the Sheikh Khalifa Excellence Award (SKEA) and the Abu Dhabi Quality Forum as a vehicle for Quality and Excellence Awareness. In government he helped to set up the Abu Dhabi Government Excellence Program (ADAEP), Sheikhha Fatima Arab Youth Award as well as assist other local awards in Abu Dhabi, Dubai, Ajman, KSA and the MENA region. In 2016 Prof Hadi was awarded the Harrington/ Ishikawa Medal for his contributions to the advancement of quality in the Asia Pacific region. Prof Hadi's recent interest has been in innovation where he has set up a number of initiatives to encourage innovation in the public and private sector.

Abraham Fenn



Abraham Fenn is the President of New Zealand Organisation for Quality since 2015 and President Elect of Asia Pacific Quality Organisation. Abraham has had significant contribution to building NZOQ to its current status. Abraham is a recipient of several awards and his recent awards include New Zealand Organisation for Quality Life Member Award, Asia Pacific Quality Organisation President's award and Tourism New Zealand Business Excellence Award 2016. He is currently working closely with Philippine Society for Quality Organisation towards delivering a successful 2017 Asia Pacific Quality Conference in Manila during October 2017. Abraham works as Quality Assurance Advisor for Ministry of Business Innovation and Employment, New Zealand since 2004 and his accomplishments include assisting the Ministry to achieve the 2015 version of ISO9001 in 2016. Abraham hails from Bangalore and since 2000 has settled in Auckland, New Zealand with his wife and 22year old son.

Arndt Husar



Arndt is Deputy Director of the UNDP Global Centre for Public Service Excellence (GCPSE). With a degree in Spatial Planning (University of Dortmund, Germany) his interests have been in urban development, planning and management, public sector institutions, as well as the political economy of development processes. At GCPSE he works on strategy development, management, programming and research with a focus on innovation, foresight and strategic planning. He has initiated a track of activities on public service innovation in support of UNDP's innovation agenda, including the 2013 Public Service Innovation Lab series across Southeast Asia and the *foresightXchange* – workshops on public service foresight. Before joining GCPSE in Singapore, Arndt worked for 5 years with UNDP India and the Asia-Pacific Regional Centre in Bangkok in programme and advisory roles. He began his career in international development with the Cities Alliance as a fellow of a prestigious international affairs fellowship and then joined UNDP as a Junior Professional Officer. His professional exposure includes assignments in the private, public and non-governmental sectors in Belgium, Bosnia-Herzegovina, Cape Verde, Germany, India, Indonesia, Egypt, Malawi, Peru, Rwanda, South Africa, Thailand, Tonga and the United States.

Pathmani Mangalika de Silva



Pathmani Mangalika de Silva is President, Sri Lanka Association for Quality (SLAQ), Vice President – External Affairs, Asia Pacific Quality Organization and Director, Quality Certification International (Pvt) Ltd where she is involved in as a Lead Auditor in management system certification (Quality, Environment, Food Safety, Health & Safety and Energy) and as a qualified Lead Tutor for IRCA approved Lead Auditor Courses. Previously Senior Deputy Director at Sri Lanka Standards Institution (SLSI) serving as a trainer, auditor, SLNQA examiner, involved in product certification, and standards formulation and Scientist at Tea Research Institute. She was the editor for "SLSI Bulletin" and SLAQ's "Quality Today" and "Junior Quality Manager". Launching of "Total Quality Education" (TQE) concept in schools in Sri Lanka in March 2014, with the approval of Ministry of Education is a great achievement under her leadership. Mangalika was actively involved in establishing the SLAQ and developing and introducing Diploma in Quality Management and certification for quality technicians. Mangalika was a recipient of APQO's MMG Medal for Professional Woman in Quality Leadership (2010), Quality Pioneer Award (2013) by World Council for Total Quality and Educational Excellence and APQO Women Award (2016) in recognition of her commitment for quality.

Harneek Singh



Harneek Singh is President, Asia Pacific Quality Organisation. He retired as Vice President & Director, Business Excellence, ST Engineering Ltd in October 2016 where he facilitated the Group's attainment in winning the Singapore Quality Award (2002) and 2007 (with Special Commendation), Singapore Innovation Excellence Award in 2003, IAPQA 2005, ASEAN Business Award (Innovation) Finalist 2009, and the APQO Global Performance Excellence Award (World Class) 2011. Harnek Chairs the National Quality & Core Processes Technical Committee, is a member of Management System Standards Committee, Singapore Standard's Council and Chairs both Nanyang Institute of Management's Academic and Examinations Board. Harnek is a Singapore Business Excellence Initiative Lead Assessor, a Baldrige trained & Global Performance Excellence Award Examiner, has led many Singapore Quality Award, Singapore Quality Class and BE Niche Awards (Service Excellence, Innovation Excellence, People Excellence) and certifications assessments. Harnek is a member of Singapore Productivity Association's management committee, and Chairs the Judging Panel for the PS21 Public Sector Service Awards. Harnek is the first recipient of Singapore's Business Excellence Initiative "Gold Jacket" in 2015 and was featured in the SG 50 Sikhs and their contributions in Singapore and recognised by the Prime Minister in 2015 as part of the 50 years of independence celebrations.

Ahmed Abbas



Ahmed Abbas is a Senior Consultant in Benchmarking at Business Performance Improvement Resource (BPIR.com) and co-founder of EduTrain International, and Global Benchmarking Network (GBN) representative for Bahrain Quality Society. Ahmed has an active role in increasing awareness of quality and benchmarking within Bahrain and gulf region, through organising and delivering workshops and training sessions to Bahraini organisations, especially SMEs and non-profit organisations. Prior to BPIR.com he worked as a Quality Specialist at the Labour Market Regulatory Authority and Aluminium Bahrain.

Chairman of the International Best Practice Competition

Dr Robin Mann



Dr Robin Mann is Head of the Centre for Organisational Excellence Research, New Zealand, www.coer.org.nz, Chairman of the Global Benchmarking Network, www.globalbenchmarking.org, Co- Founder of BPIR.com Limited, www.bpir.com – a leading benchmarking website resource, and Founder of the International Best Practice Competition and Organisation-Wide Innovation Award. Robin's experience includes managing the UK's Food and Drinks Industry Benchmarking and Self-assessment Initiative (1995-1998), New Zealand Benchmarking Club (2000-2004), Sheikh SAQR Government Excellence Program, UAE (2005-2007), chief researcher for Australian Business Excellence Framework (2006), chief expert for APO projects on business excellence in Asia (2009-2017) and productivity (2014) and the developer of the TRADE Best Practice Benchmarking Methodology. Robin is currently assisting the Dubai Government with its Dubai We Learn program facilitating 13 benchmarking projects and providing business excellence consultancy to a number of countries. Robin worked in Edinburgh (1992-1995) for Burton's Biscuits as a process improvement manager and obtained his PhD in TQM at Liverpool University in 1992. Robin leads a PhD research team at Massey University and continues to publish his work in international journals. Robin was awarded the Harrington/ Ishikawa Medal in 2011 for contributions to the advancement of quality in the Asia Pacific region.

Host of the International Best Practice Competition

Suresh Lulla



Suresh Lulla established Qimpro Consultants Pvt. Ltd. in 1987. The company offers a range of services that include: Problem Solving, Process Excellence, Performance Excellence, Benchmarking Best Practices. Apart from India, Qimpro has conducted assignments in ASEAN, UAE, and Africa. In 1989, Suresh established the Qimpro Convention and the QualTech Prize. Currently, there are two parallel competitions – improvement and innovation, in the manufacturing, services, and healthcare sectors. Since 1994, Suresh has been Chairman, IMC Quality Awards Committee - IMC Ramkrishna Bajaj National Quality Award; IMC Juran Medal. In 2000, Suresh established Qimpro Foundation to recognize quality statesmen (Qimpro Platinum Standard) Leaders (Qimpro Gold Standard) for individual excellence in business, education and healthcare. In 2003, Suresh authored 'World-Class Quality: An Executive Handbook'. In 2005, Suresh established the BestPrax Club for harvesting best practices. BestPrax Club is the exclusive Indian member of the Global Benchmarking Network, established by Dr Robert Camp. Suresh is Director – Membership Retention and Engagement. In 2005, Suresh was awarded the Distinguished Alumnus Award by the Indian Institute of Technology, Bombay in recognition of his outstanding achievements in Quality Management Consultancy. In 2006, the Institute of Management Consultants of India conferred on Suresh the award of Fellow Member. In 2014, Suresh released Quality Fables - a publication sharing quality and best practice insights.