

THE NPCC PRODUCTIVITY AWARD 2014

Productivity initiatives acclaimed

The winners of the first NPCC Productivity Awards were revealed to the public on July 4, 2014 in Ebene.

In the category Government departments and parastatals, top honours went to Mauritius Prisons Service for its project on the bakery.

Continue reading on page 2



WINNER CATEGORY
Government Departments and Parastatals
MAURITIUS PRISONS SERVICE

EX-AEQUO WINNERS FOR CATEGORY
Large Private Enterprises
**MAURILAIT PRODUCTION LTÉE
&
AIRPORTS OF MAURITIUS**

NO WINNER FOR SME CATEGORY
Encouragement Prize of Rs 50,000
offered by SBM

BP BAGS LTD



MAURITIUS PRISONS SERVICE

From left to right: Mr Kevin Chuttur: Chairman, NPCC | Mr Luc Babylone: Assistant Superintendent of Prison
Mrs Sylvia Rajiah: Project Co-ordinator at the Strategic Planning Unit
Mr Jean Bruneau: Commissioner of Prisons | Mr Dev Appalswamy: Officer in charge, NPCC



Highlights!

Dance performance by Coréame

Lighting and sound system by
Lala Concept Event Co. Ltd



THE NPCC PRODUCTIVITY AWARD 2014

Continued

Productivity initiatives acclaimed

The category large companies saw two winners (ex aequo) and they were Maurilait Production Ltée and Airports of Mauritius. The project submitted by Maurilait Production Ltée explained how improvements were brought by the team on a specific production line. Airports of Mauritius embarked on an Airport Service Quality Improvement Programme since 2011 with the aim of enhancing the overall level of service offered to passengers.



MAURILAIT PRODUCTION LIMITÉE

From left to right: Mr Jean-Jacques Boullé: Directeur Général
Mr Jonathan Thomas: Chef d'Equipe section Extrusion
Mr Olivier Zuël: Responsable de Production
Mr Christian Maudave: Responsable des Ressources Humaines
Mr Dev Appalswamy: Officer in charge, NPCC



AIRPORTS OF MAURITIUS

From left to right: Mr Girish Appayah: Communications Officer, AML
Mr Romesh Bhojroo: Director Operations, ATOL
Rajesh Luchmun: Terminal Service Delivery Coordinator, ATOL
Mr Kevin Chuttur: Chairman, NPCC

In the Small and Medium enterprises category, the jurors gave an encouragement prize to BP Bags. The project was on the reduction of waste materials when manufacturing bags and school stationaries. M. Pravind Boozedhur was rewarded with a cheque of Rs 50 000 from the State Bank of Mauritius.



BP BAGS

From left to right: Mr Kevin Chuttur: Chairman, NPCC
Mrs Deepika Faugoo: Chairperson of Jury Panel
Mr Pravind Boozedhur: Director BP Bags (with family members)
Mr Eddirao Balloo: Head of Sales, State Bank of Mauritius



JURY PANEL

Mr Kevin Chuttur-Chairman NPCC, Mrs Deepika Faugoo-Chairperson of Jury Panel, Mr Philip Ah Chuen-ABC Motors, Mr George Chung- Kross Border, Mrs Francoise Marechal Charlotte- NPCC, Mr Shanaka Katuwawala-Grant Thornton

The National Productivity and Competitiveness Council (NPCC) accolades all the 114 participants, the nominees and finally the winning teams. We extend our appreciation to the jurors, the State Bank of Mauritius, Coréame and Lala Concept Event Co Ltd.



THE NPCC TEAM



TECHNICAL ASSESSMENT TEAM (TAT)

Mr Kevin Chuttur: Chairman NPCC, Mr Jacques De Gersigny: ENL, Mr Indereen Venkatachellum: UOM, Mrs Francoise Marechal Charlotte: NPCC, Mr R Phoolchund: MQA, Mr Christian Lemasson: Manpower and Services Provider Ltd



INNOVED 2014

Building an innovative nation

The College de la Confiance and the Beekrumsing Ramallah SSS topped the list of InnovEd 2014 in the Lower Secondary and Upper Secondary categories with the projects "D Bag" and "Student Friendly Chair" respectively.

Organized since 2005 by the National Productivity & Competitiveness Council (NPCC) and the Ministry of Education and Human Resources, the InnovEd project's goal is to promote creative and critical thinking, problem solving skill and innovation among secondary students whilst promoting innovation at the national level. The purpose of targeting secondary students is to catch them young and shape their innovative mindset. The success of the InnovEd 2014 award ceremony on the 20th of June 2014 was undisputed. 37 secondary schools exhibited 46 projects. Thus the Octave Wiehé auditorium at Réduit was filled with young innovators exhibiting their genuine projects.

Prior to the ceremony of award itself InnovEd 2014 was conducted in two preliminary phases: The first one being a capacity building programme for 77 facilitators from 54 participating secondary schools. These facilitators followed a two-day training session with the objective of equipping them with tools and techniques to coach the students participating in the project. The second

phase consisted of a Project implementation programme in schools whereby students, under the guidance of their facilitators worked on their respective projects.

For their project to be selected and assessed by the panel of 21 jurors from 14 institutions, the innovators had to understand all the facets of a problem, unravel its complexity and then combine all their knowledge to develop an original product. They were divided into two categories: Lower Secondary (Form 1 to Form 3) and Upper Secondary (Form 4 to Form 6).

In the Lower Secondary category besides the winner The College de la Confiance with their project "Student Friendly Chair", the Soondur Munrakun College with their project "Banana" and the Swami Vivekananda SSS with their project "Harvesting and Recycling rainwater by using wind energized pumps" were also praised by the jury.

In the Upper Secondary category the laureate The Beekrumsing Ramallah SSS with their project "D.Bag" was followed by two runners up; the Mootoocoomaren Sangeelee SSS with their project "Low Cost Screen Printing Machine" and the Shrimati Indira Gandhi SSS with their project "Easy Measuring for Field Events in athletics".



All the participants were duly rewarded during the InnovEd award ceremony.

InnovEd fits in the NPCC's strategy to develop an innovation culture in Mauritius and to build an innovative nation. This is why InnovEd encourages creativity and initiates the desire to innovate at a younger age.





After explaining why the Balanced Scorecard was developed, the speaker explained how it was the Central Component in a Strategy Execution Management System for Private and Public/ Non Profit. He then referred to the Kaplan-Norton six-stage closed loop management system for Strategy Execution:

1. Develop the strategy
2. Translate the strategy
3. Align the organization
4. Plan operations
5. Monitor & learn
6. Test & adapt



STRATEGY AND EXECUTION

Professor Kaplan's Balanced Scorecard

On 6 August 2014 at the Trianon Convention Centre, the National Productivity and Competitiveness Council (NPCC) hosted an exceptional workshop by Professor Robert Kaplan about The Balanced Scorecard.

The balanced scorecard is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. It originated as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view of organizational performance.

Professor Robert Kaplan stressed the importance of executing strategies. He elaborated on the Top five concerns:

1. Excellence in execution
2. Consistent execution of strategy by top management
3. Sustained and steady top-line growth
4. Customer loyalty/ retention
5. Speed, flexibility and adaptability to change



He affirmed that most organizations have difficulty executing their strategies and his team's research has identified four barriers to Strategy:

1. The Vision Barrier
2. The People Barrier
3. The Management Barrier
4. The Resource Barrier

When managers are aware where performance deviates from expectations, they can be encouraged to focus their attention on these areas and hopefully as a result, trigger improved performance within the part of the organization they lead.

Designing a balanced scorecard allows the identification of a small number of financial and non-financial measures and attaching targets to them, so that when they are reviewed it is possible to determine whether current performance 'meets expectations'.

Moreover, before Creating a New Strategy Leaders should re-affirm the organizations' fundamental:

1. Mission
2. Values
3. Vision

The mission describes the fundamental purpose of the entity, especially what it provides to customers and clients. The core values of a company prescribe the attitude, behavior, and character of the organization. The vision is a concise statement that defines an ambitious measurable target (a BHAG : Big Hairy Audacious Goal) and a date. Companies Can Summarize Their Strategy Statement Using the VAS (Vision Advantage Scope) Framework.

Professor Kaplan also discussed about the Three Fundamental Processes in LEADERSHIP:

1. Establish Direction
2. Align People
3. Motivate and Inspire



Leaders must clearly communicate mission and strategy to all employees and should always anticipate the dangers that lie ahead even when sailing in smooth waters.

He then talked about the 2 types of Organizational Change:

1. Proactive - Creating Opportunities and
2. Reactive - Responding to a Performance Gap.

The barriers to Change are, in his opinion; lack of Strategic Direction, lack of employee involvement, inadequate and flawed communications. He asserts that leadership alone is not sufficient. Businesses need management tools to implement the leader's vision. So, inspirational leadership and effective management must work in harmony together.

Biography of Professor Kaplan

Robert S. Kaplan is Professor of Leadership Development at Harvard Business School, and Chairman of Professional Practice at Palladium Group, Inc. He joined the HBS faculty in 1984 after spending 16 years on the faculty of the Carnegie-Mellon University business school, where he served as Dean from 1977 to 1983. His career has been marked by eminent distinctions like being conferred the Chartered Institute of Management Accountants (CIMA) Award for "Outstanding Contributions to the Accountancy Profession" in 1994 and the Outstanding Accounting Educator Award in 1988 from the American Accounting Association (AAA). In 2006, Kaplan was elected to the Accounting Hall of Fame and in 2008 the Institute of Management Accountants selected him for a special Lifetime Award for Distinguished Contributions to Advancing the Management Accounting Profession.

GoSME

Formation des Productivity Champions sur le Lean Management

Le National Productivity and Competitiveness Council (NPCC) a lancé le programme GoSME (Growth Opportunities for SMEs) le 6 décembre 2013.

Le projet GoSME vise à améliorer la productivité grâce à l'analyse, la formation en entreprise et la mise en œuvre d'au moins un projet d'amélioration de la productivité par les productivity champions dans les petites et moyennes entreprises. Depuis le lancement du projet GoSME, 536 PME se sont enregistrées. L'objectif du projet est de permettre aux PME d'améliorer en permanence leurs systèmes et processus internes afin qu'elles soient plus compétitives sur le marché. La Phase 1 (Analyse) a débuté en janvier et elle est toujours en cours. 400 PME ont déjà été auditées. En mai 2014, plus de 50 Champions de la

PHASE 2

Productivité ont été formés en Lean Management (Gestion Allégée) en 4 séances d'une demi-journée chacune. Le Lean Management est une stratégie d'excellence opérationnelle qui vise à réduire le délai entre la commande du client et la livraison, en éliminant toutes les activités sans valeur ajoutée.

Le programme de formation en Lean Management était constitué de diverses présentations, d'activités pratiques, de jeux de rôle et de sessions de brainstorming autour des études de cas. La formatrice a ensuite approfondi le sujet en menant un débat sur les principaux concepts du Lean tels que «zéro défaut» et «flux». A la fin de la présentation de la philosophie d'entreprise, tous les participants se sont levés et ont pris l'engagement Kaizen – une promesse d'apporter des améliorations continues et d'augmenter leurs capacités afin d'atteindre leurs objectifs. La formatrice a alors suscité l'hilarité générale quand elle a évoqué les différents gaspillages et les activités sans valeur ajoutée qui surgissent à différentes étapes de la réalisation de la commande d'un client en s'assurant que le produit est de la plus haute qualité, est à un prix convenable et est livré à temps. Le formateur a ensuite décrit les sept gaspillages, ou «muda», et a introduit aux participants la méthode des 5S ou bonnes pratiques d'entretien qui assurent que leur milieu de travail est organisé, discipliné et efficace.

Dans la deuxième session, les participants ont mis le Lean management à l'épreuve en faisant une activité pratique. En équipes de cinq, les

participants ont eu 5 minutes pour fabriquer des avions en papier à travers la production artisanale individuelle et la production de masse. La productivité de chaque équipe a été calculée en divisant le nombre de bons avions par le temps utilisé et le nombre de membres de l'équipe. Une culture de l'arrêt de la chaîne pour résoudre les problèmes a également été encouragée entre les participants afin que la qualité soit incrustée dans le système de flux de production. La formatrice a ensuite expliqué l'importance de la synchronisation de chaque étape afin d'équilibrer la charge de travail. Le «système de traction», qui utilise le concept de Kanban a été présenté aux participants; ceci permet à la production de répondre immédiatement à la demande de la clientèle.

La troisième session a permis aux participants de développer leurs capacités à résoudre les problèmes en les confrontant à une étude de cas. Cet exercice a permis aux participants d'apprendre à identifier les étapes du processus où le problème identifié impactait et de quelle manière il pouvait affecter les objectifs à long terme de l'entreprise. Ils devaient élaborer un plan de confinement pour empêcher le problème d'arriver jusqu'au client et ensuite d'appliquer le cycle PDCA Préparer-Développer-Contrôler- Agir (Roue de Deming) pour analyser le problème en profondeur et le résoudre. Ils ont quantitativement travaillé sur l'écart entre la situation actuelle et la situation idéale et ont cogité sur les raisons de cet écart. En allant en profondeur, ils ont trouvé la cause du problème et ont fixé un objectif pour résoudre le problème. Les participants ont ensuite été guidés à travers un procédé qui consiste à demander «pourquoi» cinq fois jusqu'à ce qu'ils atteignent la racine du problème. Ensuite, ils ont classé les contre-mesures possibles en matière de coût, de faisabilité et les effets secondaires afin de choisir objectivement la meilleure solution. Après avoir fait un plan d'action et vérifié les résultats, tout ce processus a pu être résumé sur une feuille de papier A3.

Dans la dernière session, les participants ont réfléchi sur les différents types de leadership et sont venus avec un jeu de rôle pour illustrer chaque type. Ensuite, ils ont joué le "broken square games" qui leur a permis de comprendre les différentes étapes du renforcement de l'esprit d'équipe à savoir forming, storming, norming et performing. La dernière activité consistait

à enseigner aux participants à planifier un anniversaire en utilisant l'outil de planification visuel à l'aide des post-it codés par couleur. Les participants qui ont assisté à la majorité des sessions ont reçu une attestation en la présence du responsable, M. Dev Appalswamy, Officer in Charge et de Mme Françoise Maréchal-Charlotte, Head Research and Consultancy.

Les participants ont beaucoup apprécié les sessions qui leur ont permis de pratiquer leurs compétences nouvellement acquises. Ils ont appris l'importance de prendre du recul par rapport à leurs activités quotidiennes afin d'identifier les moyens de travailler plus efficacement. Les Champions de la Productivité ont reconnu la valeur que leurs employés ajoutent à leur entreprise et certains ont même commencé à féliciter et à récompenser leur personnel pour leur bon travail. Un forum de discussion a été créé où les Champions de la Productivité pourront enregistrer les problèmes qu'ils rencontrent dans leur entreprise. Les PME qui ont participé à la formation vont maintenant bénéficier du soutien technique du personnel du NPCC pour les aider à mettre en œuvre un projet d'amélioration de la productivité, la phase III du projet GoSME.

PHASE 3

Les trois phases, l'analyse, la formation et le service conseil sont maintenant effectuées en parallèle tout en mettant davantage l'accent sur la formation et le conseil. A ce jour:

- 400 entreprises ont été analysées / auditées,
- 120 représentants d'entreprises ont été formés en tant que Productivity Champions
- 104 représentants ont assisté à une session de formation générale sur la Planification Stratégique qui s'est tenue au Rajiv Gandhi Science Centre
- 61 entreprises ont bénéficié de visites de consultants par nos Cadres en productivité.

Les Cadres en Productivité du NPCC procureront un service d'assistance conseil à chacun des Champions de la Productivité en visitant leur entreprise au moins 3 fois. Un maximum de 6 visites d'assistance conseil seront assurés au cas par cas. Tous les projets identifiés au niveau des entreprises devraient être complétés d'ici novembre 2014. Toutes les entreprises qui compléteront un projet recevront un Certificat de Mérite pour l'Amélioration de la Productivité.



PAPA

Pan African Productivity Association

The National Productivity and Competitiveness Council hosted the Pan African Productivity Association (PAPA) board meeting on 04 August 2014 at Port Chambly Hotel, Terre Rouge. This is the third meeting following election of a new board at the General Assembly held in South Africa in August 2013.

Delegates from member countries: Botswana, Nigeria, South Africa, Namibia and Kenya were present for the meeting.

The agenda focused mainly on the partnership with the Asian Productivity Organisation (APO) and the Japan Productivity Centre (JPC). It should be recalled that the African Program started

with special funding from the Government of Japan in 2006 through PAPA. 164 Productivity Practitioners have been trained by the APO including 21 from Mauritius while the JPC despatched experts for the setting up of Model companies in selected African Countries including Mauritius. The last programme took place in 2010. The current economic situation in Japan has led to the Japanese Government redirecting its resources to member countries rather than to the African Programme. The PAPA three Year Plan of Action 2014 to 2017 were discussed and approved as well as the Productivity Agenda for Africa whereby PAPA is called upon to become the Productivity Arm for the African Union.



GLOBAL COMPETITIVENESS REPORT

2014-2015

Mauritius climbs up the Global Competitiveness Index to reach 39th position globally and retain 1st place in the region.

The Global Competitiveness Report 2014-2015 which assesses the competitiveness landscape of 144 economies has placed Mauritius 39th in the Global Competitiveness Index and 1st in Sub-Saharan Africa. Mauritius has moved up 6 places, consolidating its position as the Sub-Saharan African leader in competitiveness. This global ranking is broken down into the following

three sub components and Mauritius' ranking in each of the component is as given: 38th in basic requirements (such as institutions, health and education), 59th in efficiency enhancers and 53rd in innovation and sophistication factors.

Mauritius is categorised as transitioning from an efficiency-driven economy to an innovation-driven economy. It has made gradual improvement in seven of the twelve pillars which constitute the ranking, relative to its performance in 2013-2014. Mauritius has strong and transparent



NEWLY ELECTED

Mr Kevin Chuttur, Chairman of the National Productivity and Competitiveness Council (NPCC) has been elected as member of the Board of the World Confederation of Productivity Science (WCPS).



The World Confederation of Productivity Science is dedicated to the promotion and development of the science in the pursuit of value and wealth creation, and ultimately – through the use of that wealth for social good – of lasting peace and prosperity.

public institutions (36th) and private sector accountability (14th). The country benefits from very low trade tariffs as a percentage of duty (4th), strong investor protection (12th), low incentive effects of taxes on investment (9th) and on work (9th) and low impacts of rules and regulations on FDI (7th). These high rankings make Mauritius an attractive destination for investing and doing business.

Even though Mauritius has a very strong ranking in basic requirements, it is dragged down by low scores in innovation and technological readiness as well as perceptions of inefficient government bureaucracy, insufficient capacity to innovate and poor access to financing. Looking at individual indicators, Mauritius has obtained the lowest rankings in gross national savings as a percentage of GDP (113th), HIV prevalence as a percentage of adult population (113th), women in labour force as a ratio to men (115th) and university-industry collaboration in R&D (101st). Improving competitiveness will require additional efforts not only to improve higher education and training (54th) but also to mobilize the country's talent more efficiently (101st).

TRAINING ON OVERALL EFFECTIVE EFFICIENCY (OEE) FOR PRODUCTIVITY CHAMPIONS



A workshop on OEE was organized for the Productivity Champions of the GoSME project on 08 August 2014 at the seat of the NPCC. The purpose of the workshop was to provide an overview of Overall Effective Efficiency, which is a measure of resource effectiveness for an enterprise.

The workshop was conducted by John Heap, the Managing Director of the Institute of productivity, UK and president of the World Confederation of Productivity Science. He explained to the participants that Productivity improvement enables wage gains to occur without producing inflation. Therefore, productivity is essential to an economy's ability to create real wealth. For instance, in a situation where there is equitable distribution of wealth and assuming that productivity increases at 3% per annum, the standard of living doubles every 22 years. This means every generation lives twice as well as their parents.

Mr Heap stressed on the importance of a MISSION and a VISION for a company to prosper. The Mission gives an organisation the direction as to what it should do whereas the Vision states what it will look like when it reaches its planned future.

John Heap then elaborated on the Critical Success Factors (CSF), which are those things that Leaders and Managers have to do right to succeed & grow. For example, listening to the customers' needs, thinking about what the competitors are or might be doing, thinking about the changes that are occurring outside of your control like regulatory change or technological change etc. For many businesses, one or more CSFs will relate to the competition and for all businesses, one or more CSFs will relate to meeting the customers' needs. But in a manufacturing organisation, inventory control might be a CSF.

To know whether an organization is achieving its CSFs it must establish Key Performance Indicators (KPI). KPI allows an organisation to measure its performance and know that it is 'on

track', that is, it is getting the things done that will result in pursuing its mission.

One of the most useful KPIs is Overall Equipment Effectiveness/Overall Effective Efficiency. OEE is the product of three metrics: availability, quality and performance. The first metric measures the proportion of time a machine or process is fully functioning. Performance measures the actual output relative to its theoretical maximum. Quality measures the proportion of good products relative to total output. OEE is then calculated as Availability % x Quality % x Performance %.

The biggest losses in OEE for an organisation are first, Availability losses - (Breakdown losses, Set-up and adjustment losses). Secondly, Performance losses - (Idling and minor stoppage losses and Reduced speed losses). Thirdly, Quality losses - (Quality, defect and rework losses and Start-up losses)

It is important to investigate losses because losses cost time and money. Furthermore, by investigating the causes of losses, attempts can be made to rectify them. First one needs to understand the root cause of losses, understand why they occur and then attempt to eliminate or at least minimize the causes. This can be examined through the 5 Whys method or by drawing a cause and effect diagram.

The problems identified can then be addressed as follows:

1. Changing technology
2. Changing materials
3. Improving layout of process
4. Improving flow of process
5. Change set-up and changeover processes
6. Changing maintenance processes or schedules
7. Better training of operators

NPCC ROADSHOWS

Bringing productivity to the people



In its endeavour to foster a productivity culture in Mauritius, the National Productivity and Competitiveness Council (NPCC) has planned a series of roadshows across the island. Our strategy is to go towards enterprise and provide them with information about productivity and the various services they can avail at the NPCC.

10 roadshows have been planned for the year 2014 which will allow the NPCC to closely interact with leaders/ managers from the different economic sectors.

Already, two roadshows have been organized on the 8th May 2014 and 13th June 2014 at La Tour Koenig and Coromandel DBM Industrial Park. Presentations were also conducted in organisations in the vicinity of the venue.

Both events were greatly appreciated by the many visitors and participants both from SME's and large organisations be it Top, Middle or shop floor. The participants expressed much interest for the training and the consultancy services provided by the NPCC.



National Productivity and Competitiveness Council
4th Floor, Alexander House,
Cybercity Ebène, Réduit.
Republic of Mauritius
Tel: (230) 467 7700 - Fax: (230) 467 3838
Email: natpro@intnet.mu
Website: www.npccmauritius.com