



*Building
Leadership Brand*

ISSN 1694 - 0229 JANUARY 2016

Newsletter

National Productivity and Competitiveness Council



MR. SANJIV MULLOO, WAS NOMINATED CHAIRMAN OF THE NATIONAL PRODUCTIVITY AND COMPETITIVENESS COUNCIL (NPCC) IN OCTOBER 2015. HE IS THE CEO OF QUAD

PRINTERS LTD. HE IS A KNOWLEDGEABLE AND CONSCIENTIOUS SUPPLIER OF PRINT AND COMMUNICATION SERVICES AND HAS ALWAYS PERFORMED AND DELIVERED BY CREATING VALUE FOR HIS CUSTOMERS AND STAKE HOLDERS.

SANJIV MULLOO, IS AMONG THE VERY FEW BUSINESSMEN WHO BELIEVES IN THE AFRICAN RENAISSANCE. HE IS KNOWN TO BE A DECISION MAKER AND A PEOPLE PERSON.

HE IS ALSO AN EXECUTIVE COACH IN LEADERSHIP. SANJIV LOVES HIS COUNTRY AND BELIEVES IN THE POTENTIAL OF MAURITIUS TO RISE AS A POWER IN THE REGION.



We don't only want to wish you a
Happy New Year 2016
but we can add value to make it a Productive one



Best Wishes

MAURITIUS LEADERSHIP BRAND



The Mauritius Leadership Brand (MLB) was revealed to the public by The Hon Sudarshan BHADAIN, Minister of Financial Services, Good Governance and Institutional Reforms and Minister of Technology, Communication and Innovation on 3rd September 2015 at Trianon Convention Centre, during the seminar led by Dr. Dave Ulrich on the theme “Strategy, Talent and Leadership for Growth”.

How was the Mauritius Leadership Brand designed?

A participatory approach was adopted to develop the Mauritius Leadership Brand. Surveys and consultative meetings were held with stakeholders representing the interest of the trade unions, civil society, public and private sector to develop the MLB.



The Mauritius Leadership Brand

The Mauritius Leadership Brand has two major elements the fundamentals and the differentiators which our leaders must master. The fundamentals or the code are:

- Strategist: Leaders must master strategies; they need to have a point of view about the future and position their organizations for continued success.
- Executor: Leaders must be able to execute; they must build organizational systems that work, deliver results and make change happen.
- Talent manager: Leaders must be able to manage today’s talent, know how to motivate, engage and communicate with employees.
- Next generation developer: Leaders must find ways to develop tomorrow’s talent and groom employees for future leadership.
- Personal proficiency- Leaders must demonstrate an ability to learn, act with integrity, exercise social and emotional intelligence, make bold decisions and engender trust.



Dev Appalswamy, Officer in charge of NPCC mentioned:

“The Mauritius Leadership Brand aims to build a reputation for developing exceptional Mauritian leaders with a distinct set of talents that are uniquely geared to fulfil stakeholders’ expectations. The development of the Mauritian Leadership Brand, we believe will drive the emergence of a Mauritian human capital and culture as the differentiator to ensure prosperity and wellness of our people”

The Leadership Brand differentiators are:

- Together: Leaders must be able to pull people together and collectively achieve set goals.
- Innovating: Leaders must be able to apply innovative thinking to leadership tasks and create a climate where everyone applies innovative thinking to solve problems and develop new products and services.
- Trusted: Leaders must act selflessly and do what they say they will for the common good.
- Excellence: Leaders must be visionary, ethical and strive for delivering world class results.

Why do we have a Mauritius Leadership Brand?

As Mauritius thrives to boost its economic growth and position itself, it is undeniable that talent and leadership development are crucial.

The Mauritius Leadership Brand aims to build a reputation for developing exceptional Mauritian leaders with a distinct set of talents that are uniquely geared to fulfil stakeholders’ expectations. The development of the Mauritian Leadership Brand will drive the emergence of a Mauritian human capital and culture as the differentiator to ensure prosperity and wellness of our people.



STRATEGY, TALENT AND LEADERSHIP FOR GROWTH

Setting the new economy in a volatile, complex, uncertain and ambiguous environment (VUCA World), Dr. Dave Ulrich co-founder & partner at the RBL Group, spoke on techniques to apply by leaders so as not to be left behind and on the qualities it takes to stay competitive. Indeed in the fast evolving new economy it is vital to adapt to change in order not to lose competitiveness. He also defined the changing nature of competitive advantage.

“On 3rd September 2015 the National Productivity and Competitiveness Council (NPCC) hosted a workshop by Professor Dave Ulrich on “Strategy, Talent and Leadership for Growth”.”



Leaders must always be able to discern trends both in regard to talent and leadership while having a good insight on culture. The time has come for Mauritius to disclose the Mauritius leadership brand.

In this changing world how to adapt to change and capture it? Dr. Dave Ulrich shared some insightful quotes from General Frank Kearney such as; disciplined processes create agile organizations, quick action requires lots of precision, Have decentralized execution of centralized operations, teach people how to think not what to think, empower people to apply ideas and innovate, and lastly, plans are nothing; planning is everything

In order to be on the winning side in the new economy leaders should emphasize competitiveness. In any business, to have a competitive advantage is to develop uniqueness, that is, something competitors cannot easily copy and value, which means, something we do that our customers will pay for.

Dr. Dave Ulrich elaborated on the various elements of organization competitiveness equating organization capability with individual ability. He also highlighted the importance of talent and teamwork and the need to create employee engagement, devising a new talent formula:

$$\text{Talent} = \text{Competence} \times \text{Commitment} \times \text{Contribution}$$

Defining culture Dr. Dave Ulrich said that Culture is the ability to shift from an event to a pattern and ultimately to an identity. For instance, Unity is a strong culture; it drives performance, and needs outside influence.

When firms have more unity their performance goes up and performance continues to go up when unity is inclusive of diversity and outside perspective. Performance can go down when unity does not include diversity and outside perspective.



Dr. Dave Ulrich
co-founder & partner of RBL Group

Effective Leaders should help to develop the skills of wellbeing and a Growth Mindset in the entire organization. Below is a list of recommended actions Dr. Dave Ulrich advised to our leaders and managers

1. Competency Model: Build a Competency Model for the Mauritian Leadership Brand
2. Research: Clarify what Leadership Brand means, answer how to increase productivity through talent, identify best practices in our region. Produce reports, articles, and a book.

“Teach people how to think not what to think”



WOMEN ENTREPRENEURSHIP

60 WOMEN ENTREPRENEURS ATTENDED A TRAINING FOCUSED ON ENTREPRENEURSHIP, PRODUCT AND PROCESS IMPROVEMENT, SOCIAL NETWORKS, BRANDING AND PACKAGING AT THE NPCC IN SEPTEMBER 2015. THE WORKSHOP WAS ORGANIZED BY THE MINISTRY OF BUSINESS ENTERPRISE AND COOPERATIVES.

Defined as the backbone of a nation, entrepreneurs are the persons who start a new business, enterprise or venture, and who take responsibility for driving its growth. Anyone with the passion and drive can become a successful entrepreneur provided planning and execution are done well. Women entrepreneurs in cooperatives are being encouraged by the Ministry of Business, Enterprise and Cooperatives to build capacity to create value for the customers. Empowerment of women in entrepreneurship has led to improvement in livelihood of families.

Ramgoolam Devika, Beekeeper:

"The course organized by the NPCC is very interesting. It will help me to develop my business, innovate and eventually make more profits".

Women entrepreneurs were guided to explore their current business model and the spirit behind creating value, understanding the customer segment, customer channels and customer relationships. Besides they further understand the importance of generating enough revenue in their business to cater for the cost incurred in undertaking the operational activities along with the required resources and partners.

Beekawoo Syed Husseina Khadija, Interior Decorator:

"The course will help me understand the concepts of Entrepreneurship. It will also help me to build confidence and to progress. I will definitely share my knowledge with the members of my association."

Women entrepreneurs were enthusiastic to discuss about their vision, mission and values in the group and were encouraged to share their dreams for their business. Many of them expressed their difficulties in attracting customers and serving customers with quality products. However, they enjoyed playing games on leadership and team building where they grasped the importance of working together to achieve desired targets. Values like respect for people, sharing, helping and quality were discussed in depth during the session. While doing the business model exercise, participants were able to get a bigger picture of their daily reality and were keen to learn how they could use the business model to develop their business plan. The module was completed with an awareness session on the principles of international quality standards and HACCP requirements. Emphasis was laid on the importance of hygiene for entrepreneurs working in the food sector.

During the second part of the training on Product and Process Improvement all the participants were trained to develop and present better quality products and services and they were exposed to a number of practical tools to improve products and processes.

Great emphasis was laid on the importance of innovation in successful ventures such as the

Computer-Heated Lunch Box, a heated lunchbox that plugs into a PC's USB port to keep food warm at work and the Robot Caregivers that can assist with nursing care and are designed to help elderly and disabled people get in and out of bed and to assist in their movement.

Furthermore, social networking has an increasingly important role in marketing and sales. The women learned how to create mail account, facebook account and pages, and to use the opportunities offered by the web. Lastly, the Branding and Packaging module was based on techniques how to make packaging attractive.

Emamally Koreen, Bag maker:

"The course is enriching, informative and is very important as well. The course will guide me to improve my business, use new tools and technology. I recommend this course to all women entrepreneurs."

The Award of Certificates Ceremony for "Training Programme for Empowerment of Women in Cooperatives" was held at Rajiv Gandhi Science Centre on Thursday 15th October 2015. 60 women entrepreneurs from different cooperatives were awarded a certificate. The ceremony was graced by Hon Soomilduth Bholah, Minister of Business, Enterprise and Cooperatives, Dr Eric Vanhalewyn, First Secretary and Head of Section at the Delegation of the European Union, Mr. Dev Appalswamy, Officer in Charge of NPCC and other eminent personalities.

INTERNAL CAPACITY BUILDING

Train The Trainer Course For Industrial Human Resource Development For Africa Held In Johannesburg, South Africa From 15th To 26th June 2015.

The train the trainer course for Industrial Human Resource Development for Africa was organized by the Asian Productivity Organization in collaboration with the Pan African Productivity Association (PAPA) and was coordinated by the Productivity SA. It was specifically designed for staff of National Productivity Organizations (NPO), members of PAPA and other African countries in the process of setting up productivity organizations. Eight countries namely Botswana, Burkina Faso, Ghana, South Africa, Zambia, Namibia, Mauritius and Tanzania were represented in the training.

Françoise Marechal-Charlotte, Head Research and Consultancy, Padmini Busgeet, Bilall Oozeer and Francis Thierry, Productivity Executives of the NPCC attended the training.

The course aimed at providing productivity practitioners with relevant skills and knowledge required to excel as trainers, consultants and promoters of productivity and quality. The course focused on both theoretical and practical aspects which enhanced the capability of productivity practitioners and added values to their mission to disseminate and transfer the knowledge to clients and stakeholders.



“ 32 participants from diverse NPOs successfully completed the two week intensive training followed by practical in-plant training in a company. ”

Training Course On Management Consultancy For Productivity Improvement

The training was organized by the Japan Productivity Centre under the aegis of the Ministry of Economy, Trade and Industry, Government of Japan. The participating African countries were Botswana, Kenya, Mauritius, South Africa, and African Union Commission.

Miss Lakshmi Bhugowandeen and Mrs Priya Gungah Gowreesunkar, Productivity Executives of NPCC participated in a Training on Management Consultancy for Productivity Improvement from 31 August to 11 September 2015 in Japan.

The two weeks' training has enabled the participants to acquire the knowledge and skills to provide integrated and strategic management consultancy services for productivity improvement, innovation and sustainable business growth, with a cohesive interface within the functional areas of business, finance, marketing, production, and human resource management (HRM).



The participants acquired in-depth knowledge of the strategic management process and framework; consulting skills to design a management strategy for higher productivity and competitiveness, sustainable growth, and to support management innovation; integrated and analytical consulting techniques in the management of the major functional areas of finance, marketing, production and HRM; practical improvement in the production process; and making an action plan for productivity improvement for the clients' companies of the participants.



CLEANLINESS: THE FOUNDATION FOR PRODUCTIVITY IMPROVEMENT



If you're quite alright with keeping on top of your own personal work space then good for you but you may not be so good at helping to keep your office clean and tidy.

THE CONNECTION BETWEEN CLEANLINESS AND SUCCESS

**A HAPPY
EMPLOYEE
IS A
PRODUCTIVE
EMPLOYEE.**

Messy workspaces increase stress. When your desk area looks like a bomb went off, that impacts your mental state. A clean office decreases stress levels and results in happier employees. A happy employee is a productive one.

A Germ-Free Zone Means Less Sick Days. By having your office cleaned regularly, you rid the space of bacteria and germs, which directly contributes to your employees' health.

There are a number of different quotes that could appear to be relevant to you at a certain time in your life but, there's one quote that should be relevant to you all through your working life, if you work at a desk, and that is... **"A clear desk makes a clear mind"**.

Well, one other thing that you should keep in mind is that keeping your desk clean and tidy is conducive to being productive and getting your work done.

When inspiration or motivation hits, you don't want to be searching for space on your desk to set down your important work or fighting back the flood of stuff on your desk. So here are 3 great tips to help you to stay organized, keep your desk clean and tidy.

1. Have a bin within reach

This is something that is such a simple thing to do. If you have to constantly get up from your desk and your work to be putting things in the bin, then the

bin is too far away from you. An ideal place to have it is under your desk because you don't want to get into games of rubbish basketball when you should be working.

2. Get rid of unnecessary clutter

Do you really need all of the random office accessories that are on your desk? Unless something is there to serve a purpose then you should get them off your work surface. If you're not using it, likelihood is that it will cause a distraction which is unnecessary.

3. Clean before you leave

This is an important one. If your boss were to come over to your desk after you departed for the day, Would you be proud of what he or she would see? If not then you need to clean your desk! The best time to be cleaning your desk is at the end of the day. It helps you get ready for a fresh start in the morning and it brings a bit of closure to your day too.



TITLES RECENTLY ADDED TO NPCC KNOWLEDGE CENTRE COLLECTION



Southeast Asia at the crossroads: Three paths to prosperity

Title: *Southeast Asia at the crossroads: three paths to prosperity*
Authors/Names: WOETZEL, Jonathan ; TONBY, Oliver ; THOMPSON, Fraser ; BURTT, Penny ; LEE, Gillian
Publisher Washington, D.C.: McKinsey Global Institute, 2014

The Association of Southeast Asian Nations (ASEAN) encompasses ten countries with a multitude of ethnicities and languages, as well as wide economic disparities. But these nations - Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam - are not only tied together by multiple threads of history and culture but also increasingly linked by business networks, trade relationships, migration, and shared resources. Today, almost five decades after ASEAN's founding, it is pursuing a more ambitious form of economic integration as a tool for achieving broader prosperity and greater global competitiveness.

This new report from the McKinsey Global Institute finds that the region can address its productivity challenges and find new catalysts for growth by pursuing the opportunities associated with three global mega trends:

- (i) Capturing a greater share of global trade flows. The global economy has become deeply interconnected as huge volumes of goods, services, capital, people, and data move across borders. ASEAN is well positioned to capitalize on this phenomenon: it is already the world's fourth-largest exporting region, strategically located near China, India, and Japan
- (ii) Riding the urbanization wave. The booming cities of Southeast Asia account for more than 65 percent of the region's GDP today, and more than 90 million people are expected to move to urban areas by 2030. This shift will support the continued growth of the consuming class, which could double, to 263 million households, by 2030. That would make ASEAN a pivotal market of the future for companies in a range of industries.
- (iii) Deploying disruptive technologies. Five related technologies - the mobile Internet, big data, the Internet of Things, the automation of knowledge work, and cloud technology - could modernize sectors across Southeast Asia and drive major productivity improvements. Within many industries, large value is at stake for companies that move quickly to digitize. Disruptive technologies could produce 20 billion to 25 billion dollars in annual economic impact by 2030 if the public and

private sectors can build out the necessary Internet backbone infrastructure and address workforce skills.



Title: *Innovation policies for inclusive development: scaling up inclusive innovations*
Publisher: Paris : OECD, 2015
Physical Descr: [//www.oecd.org/innovation/inno/scaling-up-inclusive-innovations.pdf](http://www.oecd.org/innovation/inno/scaling-up-inclusive-innovations.pdf)

Policy makers are confronted with the challenge to boost economic growth while making it socially inclusive. Addressing high levels of poverty remains critical. Innovation is a driver of income growth, which under certain condition benefits everybody in society, but which under different conditions might reinforce social exclusion. Innovations themselves can directly improve well-being of different groups in society.

"Inclusive innovation" projects are initiatives that directly serve the welfare of lower-income and excluded groups. Inclusive innovations often modify existing technologies, products or services to better meet the needs of those groups. Examples of inclusive innovations include the Tata Nano, a low-cost car produced in India based on a no-frills strategy, and the Narayana Hrudayalaya Cardiac Care Centre which provides heart surgery at a much lower price thanks to business process innovations. Inclusive innovation will only be successful if it reaches a much larger segment of the poor and excluded population than it currently does. Scaling up requires initiatives that are built around: (1) financial sustainable business model; and (2) participation by lower-income and excluded groups. Meeting this objective is challenging, however, as in many countries the income level of a large segment of the population is low, hindering citizens from taking advantage of innovation and new technologies. Companies also often lack adequate knowledge on the needs of poor populations. Infrastructure itself is in many cases inadequate, making it costly for companies to distribute products to poor customers. Nevertheless, information and communication technologies (ICTs) as well as other emerging technologies have offered new opportunities. The growing importance of emerging markets, including China and India, also contributes by orienting business interests towards innovations that serve lower-income markets. Inclusive innovations in education can be particularly valuable, as they allow children and adults from socio-economically disadvantaged backgrounds to gain the knowledge

and skills necessary to participate fully in the economy.



Title: *Process improvement simplified: a how-to-book for success in any organization*
Publisher: Paris : Milwaukee : American Society for Quality, 2014
Author/Names: KING, James B. ; KING, Francis G. ; DAVIS, Michael W. R.
Physical Descr: 186p., ill., ref.
ISBN: 0873898836

For decades, U.S. companies and organizations have desperately tried to reduce costs in order to stay competitive. This book reveals the secrets of Process Improvement (PI). For any organization, this book defines a process as the interaction of people, methods, materials, equipment, measurement and the environment to perform a task or produce an output. The authors show that in order to be successful, there must be a critical shift in the paradigm of management. The shift is to focus, measure, and redesign critical processes to achieve breakthrough improvements rather than just measuring results and reacting to them. They delineate the difference between measurement of results versus measurement of process. It is only by measuring the process that one can achieve a 'live' picture of performance without waiting thirty days for the results.

This book presents a method on how to implement PI step-by-step, with simple realistic examples. It teaches how to: define customer requirements and identify the gaps in your process to meet these requirements; define the critical process in your organization and establish goals for improvement; create a cross-functional team that includes internal / external customers and suppliers of the process under study; establish the 'As-Is' baseline and define the future state of the process in terms of measures such as yield and throughput time; develop a plan to achieve the 'future state'; develop a pilot to verify the re-designed process; institutionalize the new process; and select the next critical process for improvement.

An array of examples are presented where Process Improvement can be applied - from mundane processes for making breakfast to paving roads. Case histories included in the book are from real-world examples encountered during the authors' professional careers that depict the breakthrough successes of PI.

EMOTIONAL WELL BEING IS EVERYBODY'S BUSINESS

The National Productivity and Competitiveness Council in collaboration with the University of Mauritius organised a presentation on "Emotional wellbeing is everybody's business: Optimising contentment and productivity in Mauritius" on 16 December 2015 at R. Burrenchobay Lecture Theatre, University of Mauritius Reduit. The presentation was conducted by Dr A. BasseerJeeawody BA (Hons) Psych MEd PhD MAPS.

Dr Basseer is an international consultant in Psychology and in change management with a strong record of streamlining operations, implementing and evaluating organisational solutions, personal, professional and organisational development and executive coaching. Dr Basseer's career reflects over 35 years in operational leadership in international industries, academia, human resources and organisational development in centralised and decentralised organisations encompassing emotional wellbeing, mental health and psychological disorders.



Emotional wellbeing is our ability to understand the value of our emotions and use them to move life forward in positive directions. When we experience emotional wellbeing we have a sense of contentment, the ability to deal with stress and bounce back from adversity. The better we are able to master emotions the greater is our capacity to enjoy a fulfilling life and focus on important personal, interpersonal, familial, professional, vocational, educational, and communal priorities. When our emotional wellbeing is affected we may begin to suffer from psychological disorders incapacitating us, impacting on our resilience, making us less productive and more vulnerable.

Dr Basseer talked on Emotional wellbeing and how it is related to other aspects of wellbeing. He emphasized on the fact that emotional wellbeing challenges are evident to the Mauritian nation and how an Institute of Emotional Wellbeing could establish a brighter future for the nation. He further focused on how such an institute will play a significant role towards enhancing the wellbeing of the nation of Mauritius, guided by its philosophy and principles with a noble corporate social responsibility.

Entrepreneurship Training – "Build Your Business"

The E-Inclusion Foundation and the National Productivity and Competitiveness Council (NPCC) conducted an "Entrepreneurship Training – Build your business" course, sponsored by Microsoft Indian Ocean Islands and French Pacific in the month of November.

The course was conducted by means of face-to-face interactive sessions with a 14-module curriculum. At the end of the course, participants were required to work in teams to present a business model along with a business plan for their future business.



20 PRODUCTIVITY APPS

TO KEEP YOU (AND YOUR BOSS) ORGANIZED



Do you feel as though you're always racing against the clock? Is time running out? Here are 20 productivity apps to keep both you and your boss organized.

- Available for iOS
- Available for Mac
- Available for Android
- Available for Windows
- Available for BlackBerry
- Available for any device

EMAIL MANAGEMENT APPS



Dispatch
Helps you **empty your inbox quickly** by either archiving, starring, or marking items as unread.

The Swizzle
Helps you **unsubscribe from emails and newsletters** by scanning your inbox and collating them so you can choose which to delete. Or you can bundle them into a daily/weekly "Swizzle digest".

APPS THAT HELP YOU FOCUS



YouMail
A visual voicemail/intelligent assistant app with features including reply by text, auto forwarding, transcription services, and a smart feature that can block or re-route calls.

Focus@Will
Streams music that is intended to boost your concentration and help you get into "the zone".

TASK MANAGEMENT APPS



Any.do
Forces you to look at your to-do list at the start of each day by making you decide which tasks to complete, delegate or put off, and lists the people you will have to connect with to complete a task.

ZenDay
A 3D user interface helps you visualize the day's tasks. Tasks are added to the calendar whenever time is available, and once completed, are removed to give you space for other jobs.

Soclidot
Helps you focus on important tasks by helping you create a "story" for each goal, which you then populate with "dots" (tasks).

EasilyDo
Anticipates your daily tasks and offers to execute them for you. This app keeps track of birthdays, weather, boarding passes and even tracks packages.

Keep
Allows you to jot down short notes and lists, and is optimized for Google.

Clear
Allows you to create simple and effective to-do lists.

Evernote
For cross-platform information collection - allows you to write notes and access them from any device where the app is installed.

COLLABORATION APPS



Flow
A collaborative task-management app that separates different teams and projects into individual spaces.

TimeTrade Mobile
Helps mobile workers to automatically offer, manage and confirm sales and service meetings through email, websites and social media.

Zamurai
A mobile whiteboard that lets you capture and share ideas and discussions in real time, and is accessible from any device.

Google Now
Hints data and tells it to current activities, based on how useful you find each of its "information cards". For instance, one of these "cards" can include travel and weather conditions if you're on your way to the airport.

Talkboard
A collaborative whiteboard that allows you and your team to sketch, brainstorm and create together in real time.

APPS FOR EXPENSES

Abukal
An expense-tracking app that lets you photograph receipts, and automatically create an expense report already broken down into cost categorization, date, vendor and all the relevant information.

APPS THAT HELP YOU MAKE VIDEOS

Videoshop
Allows you to edit mobile videos, and quickly create presentations and slideshows. Features include the ability to add and trim music, create slow motion videos, record voice overs and add sound effects.

APPS TO STOP PROCRASTINATING



PaperKarma
Helps you stop junk mail being delivered to your home - simply photograph any junk mail you receive, and PaperKarma will contact the sender to get them to stop bothering you.

Carrot
Punishes you for procrastinating and rewards you for productivity, giving you points you can redeem for prizes.

SOURCE: [HTTP://WWW.LIFEHACK.ORG/ARTICLES/PRODUCTIVITY/20-APPS-THAT-WILL-IMPROVE-YOUR-PRODUCTIVITY-TODAY.HTML](http://www.LIFEHACK.ORG/ARTICLES/PRODUCTIVITY/20-APPS-THAT-WILL-IMPROVE-YOUR-PRODUCTIVITY-TODAY.HTML)



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