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.
The category large companies saw two winners (ex aequo) and they were Maurilait Production Ltd and Airports of Mauritius. The project submitted by Maurilait Production Ltd 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.

According to Mrs Deepika Faugoo, Head of School-School of Business, Management and Law at the University of Technology and Chairperson of the jury panel, the SME category “the submissions were not very broad and despite their passion and enthusiasm the projects would have definitely benefitted from having a better vision and focused strategic objectives for themselves and a self-assessment as to their contribution to micro and macro-economic development”.

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 stationery. Mr. Pravind Boozedhur was rewarded with a cheque of Rs 50,000 from the State Bank of Mauritius. The project was on the reduction of waste materials when manufacturing bags and school stationery.

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.

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 Munrakhun 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 “Easy Measuring for Field Events in athletics” fit 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.

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 where by students, under the guidance of their facilitators worked on their respective projects.

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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 non-profit 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.

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.

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.

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.

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.

Professor 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

Moreover, before creating a new strategy leaders should re-affirm the organizations’ fundamental:

1. Mission
2. Values
3. Vision

Professor Kaplan also discussed about the three fundamental processes in LEADERSHIP:

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

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.

He then talked about the 2 types of Organizational Change:

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

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
La formation en Lean Management était constitué de diverses présentations, d’ateliers pratiques, de jeux de rôle et de scènes de brainstorming autour des études de cas. Le programme de formation en Lean Management était notamment composé de trois phases:

**PHASE 2**

Les participants 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.

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**Les trois phases sont les suivantes:**

1. **La phase 2** : les participants 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.

2. **La phase 3** : les participants 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.

3. **La phase 4** : les participants 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.

**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 Chantilly 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. A productivity consultant was recently hired by the ILO and will support the setting up of a new PCP.”

**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 public institutions (36th) and i nvestor protection (38th). These rankings make Mauritius an attractive destination for investing and doing business.

Even though Mauritius has an excellent rating 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 train workers and poor access to financing. Looking at individual indicators, Mauritius has obtained the lowest rankings in gross national savings as a percentage of GDP (11th), HPV 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 mobilise the country’s talent more efficiently (61st).
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

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.