Prof. K C Chan & Dr. C M Tay

Standardization Helps





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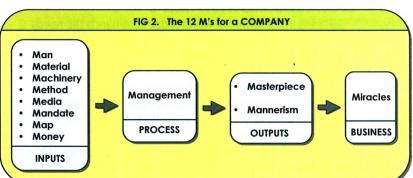
Dr. C M Tay

1. ORGANIZATION FOR BUSINESS MIRACLES

Operating a company involves turning INPUTS into OUTPUTS through value-adding PROCESSES for the business. The OUTPUTS in turns add further values to the customers.

FIG 1. VALUE-ADDING PROCESS OF A COMPANY IN BUSINESS PROCESS = (COMPANY) OUTPUTS BUSINESS

The Value-adding PROCESSES involve 'Management' whose action turns 'Man • Material • Machinery • Method • Media • Mandate • Map • Money' (INPUTS) into 'Masterpiece • Mannerism' (OUTPUTS) - and hence BUSINESS 'Miracles'.



In Time Study - the Speed and Timeframe for a Performance Standards must be stipulated. This will lead to PRODUCTIVITY of the OUTPUTS.

For company routines - Management may plan-do-control

to the SYSTEM, and correct for achievement of the Performance Standards.

For company non-routines - Management may run a PROJECT to plan-do-assess-prevent risk, or plan-do-think-improve by changes.

You will want to run a company - scientifically supported, with structured approach and consented knowledge - to gain trust and confidence from customers.

3. THE NEEDS FOR STANDARDIZATION

In a business world - you will not want to create many

surprises from your company routines; also you will value consistent quality of your OUTPUTS for customer satisfaction.

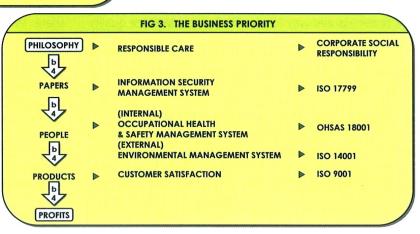
To minimize communication with your customers - you will prefer to stick to some known STANDARDS, and preferably some international STANDARDS.

You will want to search - which are the existing STANDARDS available for good practices in business, management, manufacturing and product (service)?

2. SYSTEM/PROJECT FOR MANAGEMENT

To organize a SYSTEM for 'Management' let's go back to Work & Time Study in the Industrial Revolution era.

In Work Study - Methods for Work and Management must be laid down, step-bystep. This leads to a standard SYSTEM for the company - comprising of Policy, Procedures (Management & Work Methods) and Programme. This will lead to QUALITY of the OUTPUTS.



You will want to know - if there are such good practices within your sector, and if not any other sectors? You will want to tap the existing wisdoms without re-inventing the wheels, while beating time and saving resources for organization and achievement.

You will want to support your 'Management' with SYSTEM and PROJECT skills.

4. AVAILABILITY OF INTERNATIONAL STANDARDS

A top-down approach to effect corporate change management will be - to place PHILOSOPHY before PAPERS (information), PAPERS (information) before PEOPLE, PEOPLE before PRODUCTS and PRODUCTS before PROFITS.

For SYSTEM set-up - there are management-system models such as ISO 17799, OHSAS 18001, ISO 14001 and ISO 9001. These international models are proven and adopted from practitioners and for practitioners. They are good management practices turned application models - ready for company-specific adoption with

international recognition. They enable companies to systematically manage for work control to assure performance / product quality.

Think about it - do you have existing standards (external or internal) for your man, material, machinery, method, media, mandate, map, money and, management and masterpiece and/or mannerism and, miracles?

In plain words - Do you have product/service standards (for your masterpiece and mannerism)? Do you have work standards and management/system standards (for management and method)? Do you have various standards for 'man, material and machinery', for 'media (information), mandate (laws) and map (layout)?

Won't you think that having good practices and standards is a better assured way to your final product/service quality to a standard?

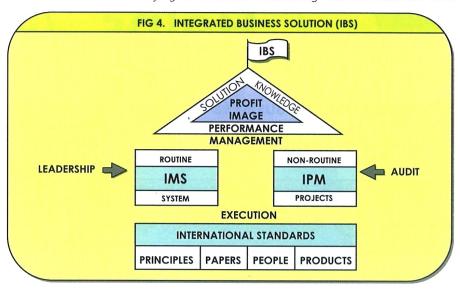
A standard must be more than a state of a mind - it must be scientific, consented and structured - as common language to all interested parties, nationally or internationally.

5. TECHNOLOGICAL ADVANCEMENT

To operate for assurance of various routine risk-free performance such as quality, occupational health and safety, environment, informational security and, corporate social responsibility - Integrated Management System (IMS) is a latest technological advancement worldwide.

To assure non-routine operational performance as well as continual improvement - Integrated Project Management (IPM) of Integrated Project Systems (IPS) is a most powerful management tool.

To combine the two technologies with joint effort of the authors - an Integrated Business Solution (IBS) is evolved, all for sustainable Corporate Change Management towards satisfying all interests - including the well-deserved and



sustainable business and hence profit and image of a company.

6. STANDARDIZATION HELPS

Business in the complex world today commands the needs for business and management skills - other than just the work or technical skill of a task master.

Management demands leadership other than control by rules & regulations, or rationalization or emotion.

In driving for shareholders' returns - standardization helps both in business effectiveness and efficiency - by driving for good practices and exceeding standards.

Seeking third party audit for endorsement or certification for product / performance and systems helps project the company image for wider customer acceptance and market share. With international standards - a common language is possible in the commercial world - both nationally and internationally.

Running a risk-prevention system helps curbing business cost - hence improving higher business profits.

With emphasis of continual improvement - a company is likely to be "best-in-class' - and may be seeking some national or international awards to further increase the market reach by even wider acceptance.

The ultimate of the Art for the top management is an Integrated Business Solution (IBS) - a combination of IMS for routine operations and IPM for non-routine operations and improvement.