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Volume 9, Issue 5: Smart Services

The Definition

The term “smart services” describes data-based bundles of physically delivered services, digital services, and products that can be configured individually. These bundles are usually organised and performed on integrated service platforms. The smart services concept combines the intelligent analysis of data with the transformation of user-centred services to provide added value for both service provider and customers.

Smart services are not only about technological solutions; indeed, there are much broader implications. For example, when smart services are used by government (i.e. “smart government”), they can reduce unnecessary regulations and bureaucracy, and help eliminate the duplication of roles and services. This generates sustainable public value by integrating information, communication, and operational technologies with planning, management, and operations across numerous domains, process areas, and jurisdictions.

The Stage

Smart services can be important for both the private and public sectors. They enhance the ability of a service provider to understand the needs of its customers (or citizens, residents or visitors), design solutions to address those needs, and then deliver them effectively. Smart services include the use of innovative policies, business models, and technology to address service challenges. While the concept of smart services does not always include technology, the ability to use technology as an enabler to intelligently analyse huge amounts of information (information systems and networks) is key to delivering value to customers. The best organisations and governments usually have the advantage of proactive intimacy with their customers or residents. Governments around the world have taken seriously to building smart communities, smart cities, and smart nations in preparation for the fourth industrial revolution (or Industry 4.0). Organisations would be wise to invest in networks and technologies that help them compete in this new wave of providing smart services.

In This Report…

1. What are “smart services”?
2. Which organisations have received recognition for excellence in smart services?
3. How have organisations reached high levels of success in smart services?
4. What research has been undertaken into smart services?
5. What tools and methods are used to achieve high levels of success in smart services?
6. How are smart services measured?
7. What do business leaders say about smart services?

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1. What are “smart services”?

1.1 Dubai’s Smart City Development
Source: The Dubai Plan 2021, United Arab Emirates (date of information: 2017)
Link (video): Smart Dubai Initiative 2015-2017
Link (video): Dubai Government - Toward 2021

Application/Key learning points: The first video explains the Smart Dubai strategy, which aims to turn Dubai into the smartest city in the world. The strategy involves both the public and private sectors, since all stakeholders need to be involved for a city to become smart. The first four minutes of the second video provide an excellent depiction of how “Smart Dubai” might look in 2021.

1.2 Smart Services: Creating Sustainable Customer Value
Source: Accenture, United States (date of information: 2017)
Link (PDF): Accenture Smart Services: Creating Sustainable Customer Value

Application/Key learning points: A comprehensive view of value creation will bring any business a significantly higher number of satisfied customers, as well as higher revenues and improved operating margins. To create value for its customers, a business has to understand the needs of its users and their ecosystems. It also has to provide interconnected devices and services to “hyper-personalise” customer experiences. (This is when data is used to provide more personalised, targeted products, services, and content.) This report covers the stages of transition to “smartness”, explains how smart services can affect industry, and shows how to value-creating smart services can be sustained.

1.3 Four Strategies for the Age of Smart Services
Source: Harvard Business Review, United States (date of information: 2005)
Link: Four Strategies for Smart Services

Application/Key learning points: Although this research by the Harvard Business Review dates from more than a decade ago, it provides valuable evidence of the benefits of smart services. It also provides a good summary of four basic business models for introducing smart services. In the research, the authors noted the double-digit organic growth rates for many of the companies following the smart services path. The leaders are establishing the new performance benchmarks for their industries, deriving more than 50 per cent of their revenues and 60 per cent of their margin contributions from services rather than product sales. The article describes four basic business models available to product makers who decide to embrace smart services: the embedded innovator; the solutionist; the aggregator; and the synergist.

1.4 The Art of Smart Services
Source: Qualcomm, United States (date of information: 2013)
Download (PDF): The Art of Smart Services by Qualcomm

Application/Key learning points: This excellent document examines the implications of smart services combined with environmentally friendly applications. It also discusses the vast potential of the “Internet of Things” (IoT) on the emerging Smart Grid, and the global implications of smart services in the area of legislation, venture capital investments, and the manufacturing industries. There are several easy-to-read case studies available to enhance your understanding of the concept of smart services.

“A successful government reaches out to the citizens rather than wait for them to come to it.” —His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai
2. Which organisations have received recognition for excellence in smart services?

2.1 Examples of Smart Services Awards

Sources and Links:
- E-services Excellence Awards, Dubai
- TM Forum Excellence Awards, United States & United Kingdom
- IDC Smart City Asia Pacific Awards, China
- Smartrail Europe Innovation Award, Europe
- Middle East Smart Government & Smart Cities Excellence Awards, Middle East
- World GovTchioneeers Race, Dubai
- Le Monde Smart Cities Innovation Awards, France
- Smart Island World Congress Awards, Spain

Application/Key learning points: These are a few examples of smart services awards from around the globe. You will be able to discover some of the world’s best organisations on these sites, and find out exactly what makes them exceptional. If you want to find out more, award winners are usually excellent organisations to contact and from which to learn.

2.2 Cisco Smart Services Awards for Asia Pacific, Japan and Greater China

Source: Cisco, United States (date of information: 2012)
Link: Cisco Smart Service Awards 2012

Application/Key learning points: The Cisco Smart Services awards are divided into three categories: partner awards; vendor awards; and, customer awards. The companies recognised by these awards have shown outstanding approaches in the delivery and integration of Cisco Smart Services. Their innovation, expertise, and highly effective working relationships have enabled “Smart Everywhere” for businesses throughout Asia Pacific, Japan, and Greater China.

2.3 World Retail Congress and Awards

Source: World Retail Awards, United Kingdom (date of information: 2017)
Link: World Retail Awards Best Customer Experience Initiative 2017

Application/Key learning points: There are two particular awards linked to smart services – the Best Customer Experience Initiative Award and the Retail Transformation and Reinvention Award. Both of these awards recognise how human interaction and technological innovation combine to support customer experience. Check out the winners section to find out who these world-class companies are.

2.4 Ten Companies Moving Up in Smart Buildings

Source: GreenBiz, United States (date of information: 2016)
Link: 10 companies moving up in smart buildings

Application/Key learning points: Smart buildings are essential for both residential and commercial purposes. In December 2015, Navigant Research predicted that revenue related to sensor-equipped lighting, climate control equipment, thermostats and other automation systems would quadruple to about US $732 billion over the next decade. With IoT products expected to double within the next five years, these systems can be installed anywhere – from streets to buildings – and will complement the sustainability of smart buildings. Each of the ten companies profiled in this excellent article is best-in-class at the global level.
3. How have organisations reached high levels of success in smart services?

3.1 World Retail Award Winner
Source: Marks and Spencer, United Kingdom (dates of information: 2015 & 2017)
Link: World Retail Award Winner 2012

Application/Key learning points: Marks and Spencer is a world-class retailer that has won many international awards, particularly in the area of environmental standards and social responsibility. In 2012, the company was named Responsible Retailer of the Year at the World Retail Awards. “Plan A”, which can be found in the navigation bar, describes Marks and Spencer’s smart services strategy up to 2025. The company has deployed an online service that has managed to retain customers and grow business. Customers can buy products from one country and have them delivered anywhere in the world. Their user-friendly website also enables customers to enjoy an intimate shopping experience with options for home delivery or store pick-up. All of this is backed up by a guarantee of high quality products.

3.2 Dudley Metropolitan Borough Council, PT Awards Excellence in Technology
Source: Personnel Today Awards, United Kingdom (date of information: 2015)
Link (video): PT Awards 2015: Excellence in Technology

Application/Key learning points: Dudley Metropolitan Borough Council is a local government organisation in the United Kingdom. It has successfully migrated many of its services to an online platform, and uses both online and offline approaches to manage its functions. The multiple channels used include telephone, and face-to-face and internet-based contact. This reduces the cost for local businesses and the council. In addition to getting information from the website, businesses can submit applications for certain services, including building control, licences, and grants.

3.3 A “3M” Approach to Enhance Consumer Experience
Source: BPIR.com, New Zealand (date of information: 2013)
Link (PDF): ICA Application 2013
Link (video): ICA 2013

Application/Key learning points: The Immigration Checkpoint Authority (ICA) in Singapore was named winner of the 2013 edition of the International Best Practice Competition. ICA has successfully implemented the 3M approach (multiple channels, minimum visits, many benefits) to enrich consumer experience. This made the process quicker and more user-friendly, while maintaining the vital security for passport application services.

3.4 Customer Engagement through Social Media
Source: BPIR.com, New Zealand (date of information: 2014)
Link (PDF): Yes Bank India Application 2014
Link (video): Yes Bank 2014

Application/Key learning points: India’s Yes Bank was named runner-up for the 2014 edition of the International Best Practice Competition. The Yes Bank project successfully used social media (Facebook, Twitter, YouTube, Google+, and LinkedIn) as a key channel with which to engage its customers. Yes Bank is India’s most influential bank in terms of social media, and has more than a million followers on Facebook. As a result of its strong customer engagement, the bank has been able to tweak its products and services to serve customers better and increase its client base.
3.5 The Future Ready Project
Source: BPIR.com, New Zealand (date of information: 2014)
Link (PDF): MPA Application 2014 and watch a video presentation here: MPA 2014

Application/Key learning points: The Maritime and Port Authority of Singapore was a qualifier for the 2014 edition of the International Best Practice Competition. Its Future Ready Project has introduced e-Finance to help migrate from paper-based billing processes to electronic billing. A key benefit of this has been a shift from reactive to proactive engagement, as customers are now able to use self-service options.

3.6 Dubai Electricity and Water Authority
Source: Emirates 24/7, United Arab Emirates (date of information: 2016)
Link: DEWA

Application/Key learning points: Dubai Electricity and Water Authority has successfully migrated its services to an online platform. It has many won many awards for corporate social responsibility using a smart service approach. Customers are now able to carry out a wide range of functions online. These include making payments, getting tariff information, and choosing their communication preferences; customers can also manage multiple accounts and change their address.

4. What research has been undertaken into smart services?

4.1 Digital Government Transformation
Source: Deloitte (date of information: 2015)
Link: Deloitte Digital Government Transformation 2015

Application/Key learning points: Deloitte’s 74-page document provides a comprehensive study of the economic benefits of digitising customer transaction services for Australian federal and state government departments. Of the estimated 811 million transactions at the federal and state levels each year, approximately 40 per cent are still completed via traditional channels. If this figure could be reduced to 20 per cent over a ten-year period, productivity, efficiency and other benefits to government worth around $17.9 billion (in real terms) would be achieved. In addition, there would also be savings in time, convenience, and out-of-pocket costs to citizens worth a further $8.7 billion. The cost of new ICT and transitional arrangements is estimated at $6.1 billion.

4.2 Strategy for Digital Public Service
Source: ICT.govt.nz, New Zealand (date of information: 2014)
Link (PDF): A Strategy for Digital Public Service 2014

Application/Key learning points: In 2012, the New Zealand Government announced that it was targeting approximately 70 per cent of the most common transactions between citizens and government to be undertaken digitally. This 72-page guide sets out the ten priority actions taken over the past five years to redesign the government’s existing digital services, increase system capability, and support New Zealanders through the digital transition. The Result 10 Blueprint shows how to improve customers’ experiences of government services and, at the same time, reduce costs. To do this, the government intended to shift transaction volumes from higher cost channels to lower cost digital channels that supported self-service, and streamline service delivery processes.

“Industry 4.0 is more than just a flashy catchphrase. A confluence of trends and technologies promises to reshape the way things are made.” —Cornelius Baur and Dominik Wee, McKinsey & Company

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4.3 Digital at Depth – Accenture Study on Digitising Government
Source: Accenture (date of information: 2015)
Link (PDF): Digital at Depth for Government Innovation

Application/Key learning points: Accenture’s 32-page study describes how digital leaders in government are delivering public service for the future — and how others can follow their example. The results of a global public service pulse survey show the changing needs of the digitally savvy, and what makes for a high quality experience. The study also discusses the drivers of digitisation and presents results of a cross-national study in digitising government services. It goes on to discuss the six characteristics of a future-ready government. Additionally, the study benchmarks the United Arab Emirates against other countries, and presents useful case studies from around the world.

4.4 BPIR.com Best Practice Report: Customer Service Excellence
Source: BPIR.com, New Zealand (date of information: 2012)
Link (PDF): Customer Service Excellence

Application/Key learning points: This best practice report on customer service excellence identifies strategies for organisations to use to improve customer service and reduce return visits (showing some smart service examples). The report also contains a customer orientation self-assessment.

4.5 Infographics on the Auto and Industrial Equipment Industry
Source: Accenture, United States (date of information: 2017)
Link (SlideShare): Insight Smart Services

Application/Key learning points: Digital isn’t just disrupting how products are made, it’s changing how they are consumed and managed, from ideation to end of life — in short, through the entire value chain. Accenture’s research shows that only leading innovators are reaping the rewards of their digital investments. The key findings show what factors organisations believe are critical to higher growth and profit margin.

4.6 Thought Leadership on Smart Services
Source: Cisco, United States (date of information: 2011)
Link (PDF): Smart Services for Network Management Will Be Critical

Application/Key learning points: Companies will increasingly require a more intelligent and proactive approach to their network management. The interconnectedness, intelligence and dependencies will largely depend on the company’s strategy. Forrester Consulting conducted in-depth interviews with 30 network administrators in a wide range of industries, geographies, and sizes of company. They discovered that companies are at varying stages of their network evolution and have different needs at different points in time. Read about the three key recommendations that arose in this outstanding study.

4.7 Smart Services – ICT 2030
Source: Telenor Group, Norway (date of information: 2016)
Link: Smarter2030 by Telenor

Application/Key learning points: The videos and example case studies show how smart services, through the use of ICT, can make life much better by 2030. Read how the Telenor Group is changing the world by creating smart homes and smart cities – using smart energy and smart mobility.
5. What tools and methods are used to achieve high levels of success in smart services?

5.1 Performance Pledges
Source: Hong Kong Housing Authority, Hong Kong (date of information: 2016)
Link (PDF): Hong Kong Housing Authority’s Performance in 2015
Link: Performance Pledge

Application/Key learning points: Hong Kong Housing Authority manages the public housing stock for the Government of Hong Kong. The organisation has successfully developed multiple non-traditional ways of delivering services to its tenants. Of particular interest is its set of 37 performance pledges. Each pledge shows the aspired and current service standards for a particular client group.

5.2 Design Methods for Developing Services
Source: Design Council, United Kingdom (date of information: 2012)
Link (PDF): Design methods for developing services

Application/Key learning points: This report provides an overview on how using a designer approach can be useful when developing services methods and tools. It details excellent examples such as User Journey Mapping, Service Safari, User Persona, and Design Scenarios.

5.3 Smart Services & Design Thinking for Public Service Excellence
Source: UNDP Global Centre for Public Service Excellence, Singapore (date of information: 2014)
Link (PDF): Design Thinking for Public Service Excellence

Application/Key learning points: This paper illustrates how approaches to design thinking and smart services have contributed to solving public service challenges – and explores the potential that is yet to be tapped. It also outlines the forms and degrees of institutionalisation of these concepts within public service administrations.

5.4 Developing Smart Services in the Cloud
Source: Fraunhofer, Germany (date of information: 2015)
Link (Video): Smart Cloud

Application/Key learning points: Industry 4.0 is shaping the future of smart services. Manufacturing companies are now involving customers in the design process and simplifying how machines and devices are operated. Watch a video summarising a European Union-funded project called Manufacturing Service Ecosystem, where 19 partners have collaborated to design a cloud-based software platform to help companies develop smart services.

5.5 Helping the Elderly Learn Computer Skills
Source: Pace University Gerontechnology Program, United States (date of information: 2011)
Link: Gerontechnology by Pace University

Application/Key learning points: Pace University has a comprehensive programme to help the elderly use computers. The university has identified approaches that are particularly friendly and have proven to be successful. It has also identified age-related barriers that impede the elderly when it comes to learning to use computers. This is an important resource because it covers a wide range of activities aimed at helping the elderly live a full life.
5.6 Programme to Assist Elderly Customers Go Digital
Source: Barclays Bank, United Kingdom (date of information: 2016)
Link: Digital Eagles

Application/Key learning points: Digital Eagles is a highly successful programme offered by Barclay’s Bank to help its elderly customers migrate to online banking. It involves the use of specialist trainers and mass media marketing, and provides a range of training options for the elderly, including online courses. The training leads to a “Barclays Digital Driving Licence” – designed to build its customers’ knowledge and confidence in the digital world. Check out the internet and online shopping one-page safety guides:
Barclay’s How-To Guide: Online Safety
Barclay’s How-To Guide: Online Shopping

5.7 eCourt
Source: eCourt, United Kingdom (date of information: 2016)
Link: The eCourt Service
Link: How eCourt Works

Application/Key learning points: The United Kingdom’s eCourt is the first fully online court arbitration system in the world. The online-based dispute resolution system is used to adjudicate on relatively small civil disputes. All depositions and evidence are submitted online for judgement; this is also delivered online. It removes the need for litigants to make a physical appearance, thus reducing costs and increasing the efficiency of the legal system.

5.8 Government of South Australia Mobile App
Source: SA.GOV.AU, Australia (date of information: 2017)
Link: SA.GOV Smartphone Apps

Application/Key learning points: mySA GOV is a new online account and app providing single account access for South Australian Government services. Citizens can now access the information they need while they are on the move, removing the need to go to a customer service desk – or even make a phone call. A key feature of the app is the digital licensing function, which lets you securely store selected government-issued passes and licences on an Apple or Android smartphone or tablet. This represents one of the most comprehensive collection of mobile apps in a government setting.

5.9 Unified Court System
Source: New York Court, United States (date of information: 2016)
Link: E-Courts: New York State Unified Court System

Application/Key learning points: The New York State E-Court system is one of the largest in the world, and it presents a complex network of courts including criminal, civil, matrimonial, and commercial. The website contains a wealth of information about how the e-court system works to support the state’s judicial system.

“We must deal quickly with the fusion of the online world and the world of industrial production. In Germany, we call it ‘Industrie 4.0’.” —Angela Merkel, Chancellor of Germany
6. How are smart services measured?

6.1 An Integrated Framework for Measuring Smart Services
Source: Proceedings from the Advances in the Human Side of Service Engineering International Conference, United States (date of information: 2016)
Link: How to Measure Smart Services

Application/Key learning points: This book explores the different ways in which human-factors engineering influences the well-being and competitiveness of organisations and companies. Page 315 shows an integrated framework for measuring smart service quality and gives a generic description of its elements. The smart service elements are presented as columns and their different dimensions as rows. There are ten distinct fields that need to be addressed and measured as shown in the framework.

6.2 Measuring the Impact of Smart Services: Insights into a Case Application
Source: 18th Toulon-Verona Conference “Excellence in Services”, Italy (date of information: 2015)
Link (PDF): Measuring the Impact of Smart Services

Application/Key learning points: This research paper presents preliminary findings from a case application on the impact of smart services in the automotive industry. At its heart, the focus is on the service dimensions – potential, process, and outcome. The guidelines will help you design a system to measure the impact of smart services in a holistic manner.

6.3 Ready for Industry 4.0? Online Self-Check
Source: IMPULS Foundation of VDMA, Germany (date of information: 2015)
Link: Industry 4.0 Readiness Online Self-Check for Businesses

Application/Key learning points: The IMPULS Foundation of the German Engineering Federation (or VDMA) commissioned this Industry 4.0 Readiness study and online “self-check”. This is an excellent resource for assessing your company’s readiness for Industry 4.0. It uses a six-dimension readiness model including smart strategy and organisation, smart factory, smart operations, smart products, smart services and smart employees.

6.4 Drive Smart Outcomes with Smart Services
Source: Aricent, United States (date of information: 2017)
Link: Digital Durability: Drive Smart Outcomes

Application/Key learning points: “Actionable insights” – derived from the data streams of smart services – are what matter to customers. These are the outcomes from the products and services for which customers pay. Read how smart services are paving the way for the future of the IoT, and learn about connectivity to live streams of insightful data that create rich customer experiences and save millions of dollars.

“Smart homes and other connected products won’t just be aimed at home life. They’ll also have a major impact on business. And just like any company that blissfully ignored the Internet at the turn of the century, the ones that dismiss the Internet of Things risk getting left behind.” —Jared Newman
7. What do business leaders say about smart services?

“Our role as a government is to make the life of our citizens easier and ensure they are happy and satisfied. We need to reach all the community segments and provide them with the best possible service… We are embracing the most modern concept in innovative government by moving towards the delivery of government services through mobile phones …The objective now is to relocate customer service centres into every customer device, enabling them to obtain their desired service through their mobile phones anywhere and at any time. A successful government reaches out to the citizens rather than wait for them to come to it.”
—His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai

“Digitization can exist in silos, e.g. everyone has a cell phone, but the cell phones didn’t really start connecting with each other, until they became ‘smartphones’ that were truly networked.”
—Brian Fan, Senior Director of Research, Cleantech Group

“Digital isn’t just disrupting how products are made. It’s also changing how they are consumed and managed from ideation to end of life: in short, the entire value chain.”
—Accenture

“We must deal quickly with the fusion of the online world and the world of industrial production. In Germany, we call it ‘Industrie 4.0’.”
—Angela Merkel, Chancellor of Germany

“First things first, this [Industry 4.0] isn’t a new technology. Nor is it a business discipline. It means machines using self-optimisation, self-configuration and even artificial intelligence to complete complex tasks.”
—Jamie Hinks, Techradar

“Industry 4.0 is more than just a flashy catchphrase. A confluence of trends and technologies promises to reshape the way things are made.”
—Cornelius Baur and Dominik Wee, McKinsey & Company

“The Internet will disappear. There will be so many IP addresses, so many devices, sensors, things that you are wearing, things that you are interacting with, that you won’t even sense it. It will be part of your presence all the time. Imagine you walk into a room, and the room is dynamic. And with your permission and all of that, you are interacting with the things going on in the room.”
—Eric Schmidt, Chairman, Google

“Smart homes and other connected products won’t just be aimed at home life. They’ll also have a major impact on business. And just like any company that blissfully ignored the Internet at the turn of the century, the ones that dismiss the Internet of Things risk getting left behind.”
—Jared Newman, blogger and journalist, writing in Fast Company

“The global industrial sector is poised to undergo a fundamental structural change akin to the industrial revolution as we usher in the Internet of Things (IoT). Equipment is becoming more digitized and more connected, establishing networks between machines, humans, and the Internet, leading to the creation of new ecosystems that enable higher productivity, better energy efficiency, and higher profitability. While we are still in the nascent stages of adoption, we believe the IoT opportunity for Industrials could amount to $2 trillion by 2020. The IoT has the potential to impact everything from new product opportunities, to shop floor optimization, to factory worker efficiency gains that will power top-line and bottom-line gains.”
—Goldman Sachs, in its report “The Internet of Things: The Next Mega-Trend”
Conclusion

This report outlines the best practices research undertaken by BPIR.com in the area of Smart Services. The best practices have been compiled under seven main headings. This new layout is designed to enable you to scan subjects that are of interest to you and your organisation, quickly assess their importance, and download relevant information for further study or to share with your colleagues.

Disclaimer: Recent information has been included in this report to ensure our readers are kept up to date with the latest research; where possible, permanent links have been provided. All links were live at the time of publishing. We apologise in advance for any broken links that might occur after publication due to matters beyond our control.

“Digital isn’t just disrupting how products are made. It’s also changing how they are consumed and managed from ideation to end of life: in short, the entire value chain.”

—Accenture
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