

Business Process Management for Financial Services 2005

Book and pay by
9th September to save
£150 off the gold package!

Masterclass and Workshops: 26th October 2005

Conference: 27th & 28th October 2005 • Thistle Marble Arch, London

- **Deliver excellent client experience across your customer base:** Explore the "First Time, First Class" transformation programme implemented within **Barclays Stockbrokers**, the cultural challenges they overcame and the Six Sigma and BPM methodologies used
- **Develop and manage a successful cultural change initiative for full employee engagement of BPM:** Explore a systematic performance analysis with **ISPI** and combine this with the motivational needs of your people in order to achieve customer-required standards
- **Drive BPM on a global scale by using a multi-centre model:** Discover the critical success factors identified by **Hewlett Packard** in ensuring long-term adoption of BPM in their offshore Financial Shared Service Centres
- **Leverage best practice know-how from Manufacturing:** Hear how **Citigroup** have combined industrialisation principles with staff emotions to create a new customer service paradigm
- **Achieve rapid Return on Investment from Six Sigma and Lean:** Learn how to improve your processes in "bite size" steps as **Venturehaus** shows you how to ensure quick returns from your programme
- **Position your organisation as an industry leader in process improvement:** Find out what improvement tools are proven to work best and gain future BPM insights with cross-industry experiences from **Hewlett Packard, HM Prison Service, Energis** and Andy Liddle, formerly of **Dupont Teijin Films**

Introducing your conference Chairman:



Steve Towers,
CEO and Co-founder,
BPM Group

Hear from industry heavyweights:

- Citigroup, Germany
- GE Commercial Finance
- Royal & Sunalliance
- Barclays Stockbrokers
- Lloyds TSB
- Old Mutual, South Africa
- Prudential
- HVB-Splitska Banka, Croatia
- Venturehaus
- BPM Group
- European Quality
- ISPI Europe
- IOR
- Nimbus

Hear cross-industry perspectives from:

- Hewlett Packard Company
- HM Prison Service
- DuPont Teijin Films
- Energis

Pre-Conference Training: 26th October 2005

Masterclass

09:30 – 16:30

Embed a highly effective BPM approach into your organisational culture:
Cultural assessment, integration and planning

Workshops

09:30 – 13:00

A A complete roadmap for successful Six Sigma deployment

13:45 – 17:15

B Benchmark and improve your company's Six Sigma implementation

13:45 – 17:15

C Critical considerations for BPM deployment across cultures

Official Association:



Special rate for BPMG members –
visit www.bpmg.org for more details

Media Partners:



Official Publication:

European
Quality

the international journal
of business effectiveness
www.european-quality.co.uk

Researched & Produced by



0800 652 2363 or
+44 (0)20 7368 9300

+44 (0)20 7368 9301

enquire@iqpc.co.uk
www.iqpc.co.uk/2502a



Dear Industry Colleague,

Extensive industry research shows that Financial Services executives tasked with the implementation of BPM are still challenged by many aspects of this business discipline. The job of designing, managing, developing, measuring and improving the processes of your organisation is huge, but, when done with the right tools, is one which delivers unprecedented advantages over your competitors.

Attendance at the **2nd annual Business Process Management for Financial Services 2005** will give you enhanced knowledge and clarity of how you do things now, how you want to do them in the future and how to embed a BPM culture in your organisation. With unbiased insights from **experienced practitioners in progressive organisations**, this event provides the hands-on case studies and practical solutions with which you can take action.

Yours sincerely

Lucy McLay
Conference Director

Pre-Conference Workshops: Wednesday 26th October 2005

Workshop A: **A complete roadmap for successful Six Sigma deployment**

09:30 – 13:00

Targeted primarily at people starting out in Six Sigma or those in the early stages of deployment, this interactive workshop will outline the critical success factors to ensure that your Six Sigma programmes yields the desired results. A veteran of Six Sigma, Lean, DfSS and MRP deployments as a Global Deployment Champion, Andy will lead you through the key issues and share best practice in planning, launching and supporting your deployment to ensure success.

- Understand and appreciate exactly what Six Sigma and Lean are
- Learn how can be applied
- Identify the sort of deployment you will need in your organisation
- Answer the question on external consultants – do I really need them?
- Take away the key elements of a successful deployment plan

About your workshop leader: Andy Liddle, Six Sigma Deployment Consultant

Andy is a recognised expert consulting in Six Sigma Deployment. Until recently he was the Dupont Teijin Films Global Six Sigma Champion with 6 years experience leading a number of Six Sigma implementations in Europe, USA and Asia. He is particularly interested in tailoring Six Sigma, Lean and other improvement methodologies to best suit the particular organisational and cultural needs in order to maximise business benefit. He is a recognised speaker at international Six Sigma events and a judge for the Annual European Six Sigma Summit projects of the year. With over 30 years experience in the Chemical processing and manufacturing industry with ICI, Dupont and Dupont Teijin Films. Andy has held a wide variety of positions in a range of industries and technologies.

Workshop B: **Benchmark and improve your company's Six Sigma implementation**

13:45 – 17:15

Targeted primarily at Six Sigma deployment champions, deployment sponsors, and MBBs, this workshop will help you to improve the delivery of your company's deployment by applying Six Sigma to the deployment process itself. In this highly interactive workshop, which draws on experience gained across a range of companies and cultures, you will:

- Be given a framework and methodology for assessing your Six Sigma deployment
- Explore and assess some of the key success factors
- Benchmark your deployment against others
- Learn how to pin point improvement areas to generate deployment improvement plans

This structured process, should give you the insights you need to really make a difference to your deployment.

13:00-13:45 Networking lunch

Workshop C: **Critical considerations for BPM deployment across cultures**

13:45 – 17:15

Noel Kreicker, President, IOR Global Services

Through an analysis of cross-cultural dynamics and business scenarios, participants will discuss essential issues that help or hinder the global launch of BPM. Review intercultural competencies necessary to achieve the targets and generate strategies leading to global success. This session will be highly interactive and focused upon practical applications:

- Fundamental drivers that impact work across cultures
- Critical values that shape beliefs, attitudes and behaviours
- Soft skills that will make or break the launch
- Communicating effectively via technology across cultures
- Manoeuvring through cultural barriers

About your workshop leader:



Noel Kreicker, President, IOR Global Services

Noel is president and founder of IOR Global Services, with offices in Northbrook Illinois, Detroit, Michigan, and London. From its beginnings in 1980, IOR continues to provide specialised intercultural business solutions for management and delivers a variety of expatriate support programmes to multinational corporations. In addition, Noel is a Partner of Celergo, a global payroll provider. Noel manages both the USA and UK operations and works in both offices. She is a member of SHRM's Global Advisory Panel, has previously served on various international committees for ERC (Employee Relocation Council) and is a Midwest Director of IIE (Institute for International Education.)

Who you will meet:

- **Business Process Improvement Directors**
- **Process Change Directors**
- **Development Directors**
- **Heads of Group Operations**
- **Heads of Six Sigma Project Managers & Engineers**
- **Directors of Finance and IT**
- **Master Black Belts**
- **Heads of Organisational Development**
- **Process & Business Architects**
- **Heads of Customer Services**
- **Heads of Quality**

Sponsorship and Exhibition Opportunities

Are you a solutions provider or consultant with a service or product to offer decision makers actively seeking BPM solutions? If so, this is the ideal meeting ground to bring your services to the attention of the right audience. This is a Director-level forum that will attract senior delegates with purchasing responsibilities looking to gain strategic advice and to find solutions. **We have a variety of packages available to suit your needs. For sponsorship and exhibition opportunities please call +44 (0)20 7368 9500 or e-mail sponsorship@iqpc.co.uk**

Researched & Produced by



Day one: Thursday 27th October 2005

- 08:30 Coffee and registration
- 09:00 Chairman's welcome and opening address
Steve Towers, CEO and Co-founder, BPM Group 
- 09:10 **BPM? Yes, we're doing it. But what is it?**
 In a world where terms like BPM, BPI and Enterprise Architecture mean different things to different people, it's sometimes hard to see what these approaches offer you and how you can embed them into your organisational culture.
- Define and clarify what BPM is
 - Investigate toolkits like Six Sigma and Lean and their role in continuous improvement
 - Get to grips with your options for BPM technology
 - Explain the benefits of BPM internally
 - Understand the different routes you can take to becoming a BPM professional
-  **Steve Towers, CEO and Co-founder, BPM Group** 
- 09:50 **Business Process Management: If you're not doing it, why not?**
 Business Process Management is all about managing your processes. Within Financial Services, if you are not managing your processes then what are you managing? Focussing on the management of people rather than processes will only yield limited benefits and levels of control. This session will enable you to make your business more efficient through use of BPM before working on Business Process Improvement (BPI).
- Debate: Manufacturing vs Finance
 - BPM: What level are you at?
 - Find out if you can deploy BPI initiatives without BPM
 - Explore the BPM and BPI approach at Royal & Sunalliance
-  **Liz Ferguson, Master Black Belt, Royal & Sunalliance** 
- 10:30 Morning coffee and networking
- 11:00 **Perfecting the balancing act**
 In order to achieve the successful implementation of any new improvement initiative, it is important to consider the final outcome that is required and the "marketplace" in which the business operates, before deciding on the most effective ways of achieving the desired result. The balancing act consists of combining improvement opportunities and recommendations derived from systematic performance analysis, with the motivational needs of the people *who are* the organisation in order to achieve customer-required standards.
- Hear a systematic analysis approach including tools, job aids and practical examples
 - Identify improvement opportunities and performance improvement actions within your organisation
 - Define the risks of a systematic approach without addressing critical people issues
 - Realise the benefits of a clear organisational structure, process, resources, measurement, policies and procedures
 - Examine the impact of staff motivation on business success
-  **Carol M. Panza CPT, Former Director Global Board and Active Member, ISPI Europe** 
-  **Christine Marsh CPT, Former Board Member and Active Member, ISPI Europe**
- 11:40 **Kickstarting Business Process Improvement for rapid Return On Investment (ROI)**
 Financial Service businesses increasingly require tangible gains over the very short term in order to secure initial internal acceptance of BPI programmes. However, they are accustomed to running major long-term implementation projects whose benefits usually only accrue over years, if at all. So how can this experience be transformed to deliver rapid results and convince the sceptics that this really is achievable? This recent case study within a banking organisation shows how all of this can be delivered in weeks rather than months or years. This is proven by:
- Applying the philosophy of Lean to the selection of how BPI itself is trained and conducted
 - Selecting, scoping and executing the killer project(s) for high and early impact
 - Using only those parts of Lean and Six Sigma which actually work in Financial Services
 - Focussing on discrete small chunks of potentially huge projects to ensure manageability and immediacy of delivery
-  **Alan Noble, Managing Partner, Venturehaus, Darko Fijan, Operations Manager, HVB-Splitska Banka, Croatia** 
- 12:30 **Enabling Sustainable Business Change... not Building Process Models**
- Business Process Management has traditionally been seen as modelling and automation of processes and driven by IT
 - A backlash by the business has seen BPM changing. Now the focus is on defining an end-to-end view of the business, streamlining processes, getting better buy-in from end-users and driving alignment across the organisation
- Not as easy as it sounds, as it requires changing hearts and minds, and working practices
 - But it is achievable and the benefits are significantly greater than simply automating the current processes to reduce cost which is often described as "your mess for less"
 - Real life case studies bring this to life with practical actions and ideas that can be applied today in your organisation
-  **Ian Gotts, CEO, Nimbus (Developers of control - ES Software)** 
- 13:00 Networking Lunch HOSTED BY:

- 14:10 **Business Process Management & Sigma working together**
 With the introduction of Sigma improvement programmes it is important that the overall balance of process management is maintained. Within this session Guy will outline the approach that has enabled Lloyds TSB Bank to successfully deliver customer impacting improvement and establish process management capability through Sigma. He will also explain their roadmap for future activity.
- Hear why Lloyds TSB chose Sigma
 - Understand the Sigma and process management structure used
 - Explore their Process Performance Improvement
 - Take away the lessons learnt
 - Find out where Lloyds TSB are going next on their BPM journey
- Guy Noble, Head Of Group Service & Sigma Improvement, Lloyds TSB** 
- 14:50 **Interactive discussion panel: Leadership that walks the talk**
 BPM initiatives will deliver on expectations only if senior leaders within your organisation are fully engaged in applying the principles and practices at the executive level. This discussion session will help you to identify what needs to be done to ensure enthusiasm for BPM initiatives is driven from the top down.
- Presenting the business case and communicating the benefits of BPM
 - Transforming traditional management styles and mind sets
 - Gaining insights for successful change management leadership
 - Linking strategy with day-to-day operations
-  **Steve Towers, CEO and Co-founder, BPM Group**
-  **Christine Marsh, Former Board Member and Active Member**
- ISPI**
-  **Liz Ferguson, Master Black Belt, Royal & Sunalliance**
-  **Paul Henry, Lean Master Black Belt, GE Commercial Finance**
- 15:50 Afternoon tea and networking
- 16:20 **Differentiate yourself from your competition: Instill Lean principles for an empowered workforce**
 The Lean journey for all successful companies, across different industries, starts very simply by empowering their people to find waste in their work areas. However, Lean in the office is very new and, although you may recognise the need for improvements in your business, how do you know if Lean will work for you and how do you deploy it? Paul will share with you his experience of introducing Lean both in the Aerospace and Financial Services industries, focussing on:
- Appreciating the importance of empowering employees, especially in a people dependant industry like Financial Services
 - Understanding the changes in leadership mindset that are vital to enabling your employees
 - Learning how Six Sigma and Lean used together can be a real differentiator for your business
-  **Paul Henry, Lean Master Black Belt, GE Commercial Finance** 
- 17:00 **A process is a process is a process...**
 This session will demonstrate the Six Sigma experience and learnings from a Manufacturing environment that can be implemented to improve business processes in your Financial Services organisation.
- Understand the evolution of a Six Sigma deployment
 - Select the right tools for your toolbox at the right time
 - Hear why most deployments hit the "Six Sigma deployment wall" in year to
 - Learn how to keep your own programme energised
 - Keep your deployment programme on track: A deployment health check and improvement tool
-  **Andy Liddle, Six Sigma Deployment Consultant, formerly of DuPont Teijin Films**
- 17:40 Chairman's summary of day one
- 17:50 Close of day one

Day two: Friday 28th October 2005

08:30 Coffee and registration

09:00 Chairman's welcome to day two

09:10 Understanding what metrics to use: Where and when?

An efficient BPM programme starts by mapping end-to-end processes and establishing the key measurements to be taken to improve customer satisfaction. This session will enable you to:

- View your processes through the eyes of your customers
- Clarify the outcome you want to achieve
- Get the right data
- Use your data effectively to improve and control the process
- Define your processes and input appropriate metrics

Paul Muir, Process Architect, Prudential



09:50 Interactive breakout session: Comparing metrics and setting KPIs

Identifying and focussing on what you want to achieve from your BPM programme is paramount in aligning your metrics to your business strategies. This session will allow you to discuss and compare performance indicators with industry colleagues to assess what to look for in deciding where to apply your BPM tools. This is your opportunity to determine which metrics to use now and in the future.

Facilitated by:



Steve Towers,
CEO and Co-founder,
BPM Group



Carol M. Panza,
Former Director Global Board and
Active Member, ISPI

John Kelly, Editor, European Quality
Paul Muir, Process Architect, Prudential

10:30 Morning coffee and networking

11:00 Business Process Management in a global Shared Services environment

In a global Shared Service Centre, driving an effective BPM programme needs standardised methodologies. To drive cost per transaction down over a long term contract with declining revenues is a challenge if processes are not re-engineered. Located in Bangalore, India, Hewlett Packard's global SSC encompasses all verticals related to Finance and Accounting. In this session, Ravi will explain their multi-centre BPM model and highlight the critical success factors needed to make it happen.

- Understand the need for BPM: Driving a glide path programme across multi-centre operations over 5 to 7 year contract periods
- Find out what HP's BPM programme covers: Quality methodology, industrial engineering practices, business controls and SOX controls, work methodology engineering, process re-engineering, HR practices to handle change management
- Explore the requirements for successful implementation and long term adoption: Front office - back office strategies, language strategies, multi-centre off-shoring, system hand-offs and workflows



Venkataraman Ravichandran,
Director of Operations,
Hewlett Packard Company



11:40 Ensuring a "First Class, First Time" client experience: Driving a successful transformation programme

Barclays Stockbrokers is the UK's #1 execution-only retail stockbroker. Following successful integration of another leading European stockbroker in 2004, business strategy then focused on delivering excellent client experience across the customer base. This presentation will describe the journey since that point, focusing on the introduction of a client experience transformation programme, "First Class First Time", underpinned by Six Sigma and BPM methodologies, and the cultural challenges faced in putting the client at the forefront of everything we do. Case studies will be used to highlight lessons learned in:

- Launching a transformation programme: Big bang or slow burn?
- Engaging employees: Cutting through the hype to make a real difference
- Deploying transformation methodology: Using Six Sigma in a Financial Services business



Dr. Andy Steele,
Programme Leader & Master Black Belt,
Barclays Stockbrokers



12:20 Networking lunch

13:50 Industrialisation: Putting the learnings from Manufacturing into practice

Manufacturing traditionally has a stronger BPM base, but what can Financial Services organisations practically take away and apply to themselves? This session will cover:

- Triggers for Citibank's Industrialisation Programme
- Importing manufacturer's best practice know-how

- Industrialisation: Concept flow
- Combination of industrialisation and emotions: New Customer Service Paradigm



Peter Blatter,
Member of the Managing Board, COO,
Citigroup, Germany



14:30 Reduce cost and improve productivity through Six Sigma

Whilst cost reduction and improved customer satisfaction may not, on the face of it, be the primary driver in introducing Six Sigma as a Financial Services sector solution to meeting the BPM challenge, they are often the primary drivers for the introduction of the tool set in other sectors. Six Sigma was introduced by Royal Mail in 2003 as a key tool to deliver its HR transformation. This transformation programme produced a 40% improvement in productivity and customer satisfaction delivering £50m p.a. to Royal Mail's bottom line. The programme was led by Steve Hodgson who is now leading a similar programme in Her Majesty's Prison Service (HMPS). Steve will share experience gained in a different sector.

- Understand how Six Sigma was successfully deployed as a key component of the Royal Mail Programme
- Hear the lessons that were learned along the way
- Find out how a similar deployment in HMPS is being approached



Steve Hodgson,
Head of Shared Services,
HM Prison Service



15:10 Afternoon tea and networking

15:40 Become a Lean machine in a service intensive environment

The effectiveness of Lean in a Financial Services environment greatly depends on the extent to which the root causes of current under-performance are architectural in nature. If they are, then a re-engineering approach like Lean can risk making some things worse while making other things better. This session focuses on how an organisation can get the best balance between an architected approach and a re-engineering approach.

- Identify the features of the re-engineering paradigm
- Get from 'as-is' process to 'to-be' process
- Understand architectural diagnostics: Current state, strategic options and targets
- Achieve alignment between Lean engineering principles and process architecture



Chris Lawrence,
Business Architecture Consultant,
Old Mutual, South Africa



16:20 Getting BPM right in different industries

Highlighting his experiences within GE Capital, Vodafone and, more recently, Energis, Peter will explain the different requirements needed to make BPM work within different industries and organisational structures. Focussing on the management issues, rather than the technology, this session will look at:

- Comparing BPM approaches between telecommunications and Financial Services industries
- Differing organisational structures and the implications for BPM roll out
- The effect of BPM on existing Six Sigma programmes
- Changes in mindset and leadership buy-in needed for long-term success
- The positive impact of getting it right

Peter Evans, Performance Manager, Energis



17:00 Chairman's closing remarks

17:10 Close of conference

Session Sponsors



control-ES software

Understanding the end-to-end processes of an organisation is at the heart of delivering high performance, compliance and robust operations.

control-ES enables organisations to capture, analyse and communicate a common process framework. This can be used to manage and transform operations and dramatically reduces the effort required to deliver effective BPM. Visit www.nimbuspartners.com



Venturehaus is one of the fastest growing Six Sigma Services companies in Europe and is the market's leading specialist focused on the Financial Services industry. Founded in January 2002, the company has

rapidly built a strong brand and reputation within its niche market and has attracted an impressive list of blue chip clients from all financial sectors including Corporate & Investment Banking; International, Private & Retail Banking; Stockbroking; Insurance; Credit Cards; Wealth Management and Asset Finance.

Venturehaus is primarily a training company, offering a range of unique courses in the field of business improvement for Financial Services clients. In addition the company provides strategic advisory services and implementation support. Visit www.venturehaus.com



Pre-Conference Masterclass: Wednesday 26th October 2005 - 09:30 - 16:30

Embed a highly effective BPM approach into your organisational culture: Cultural assessment, integration and planning

When you undergo change, whether as a response to external market demands, a change of leadership, or through mergers and acquisitions, it is never easy. Trends show that strategies are often characterised by inertia or unsuccessful re-design initiatives, resulting in disruption of an organisation's systems at best. This shows that it takes more than large investments in resources and technology, or inspirational leaders and theories, to generate a culture that is apt to survive in today's environment. An effective Business Process Management approach must address complex problems and solutions where problems at various levels are magnifying bigger problems at another level.

This masterclass will explore cultural assessment, integration and planning, providing you with the tools and methods necessary to meet this challenge. You will leave with the strategic and practical abilities to drive purposeful organisational change that is both timely and valuable to the various stakeholders of your organisation.

This unprecedented masterclass will enable you to:

- Prevent factors that can delay people from focusing on the pursuit of the business plan
- Speed comprehensive integration of BPM through your organisation
- Minimise internal focus and maximise external focus on your clients
- Establish lasting change when necessary
- Reduce your inefficiencies and therefore your costs

This session will cover:

09:30	A brief review of the data on dramatic change efforts such as Mergers and Acquisition
Exercise 1:	Assessing your current system Frequent cause of failures Different views of the challenge
Exercise 2:	What is value and how do we add value? Basic principles of human performance technology
Exercise 3:	Case study: Supply chain
11:00	Morning coffee and networking
11:20	A systemic and systematic approach to Business Process Management Organisational alignment and scalability

Exercise 1: Key result areas
The total performance system

Exercise 2: Case study: Quality

12:40 Lunch

13:20 Due diligence
Culture clash and its effects
The goal

Exercise: Case Study: BA

14:40 Afternoon coffee and networking

15:00 Steps to cultural assessment, integration and planning

Exercise: Case Study: Square D

Future trends
Conclusions

16:30 Close

About your workshop leader:



Camille Ferond, MS.CPT, ISPI Europe President, ISPI
Camille is a Vector Europe Director for France and Italy. She earned an MS in Applied Behavior Analysis, Administration and Counseling from California State University, LA and pursued a Ph.D. (ABD) in Organisational Behavior Management at Massachusetts State University, Amherst. She has led strategic culture change interventions to improve Quality, Productivity, and Safety in Education, Health Care, Manufacturing, Transportation, Services and Telecommunication internationally for over 20 years. Camille has also taught graduate capstone e-courses in Research Methods, Human Resource Management, and Executive Leadership. An editor for the European Journal of Behavior Analysis and of the Special ISPI-EU issue, and also recently presented on Ethics at the 2005 ISPI Conference and written a chapter in ISPI's Handbook of Human Performance Technology. www.ispieurope.com



Media Partners

BPTRENDS

Business Process Trends (BPTrends) is the primary source of business process intelligence for a global community of business executives and process change practitioners. Membership in BPTrends is **FREE** to everyone, and all members receive Monthly e-mail UPDATES and ADVISORS. Go to www.bptrends.com and click on the **BECOME A MEMBER** box and start receiving the most comprehensive and timely information on business processes available today. www.bptrends.com.



Workflow And Reengineering International Association

Established in 1992 by members of the IT user community, WARIA's mission is to make sense of what's happening at the intersection of Business Process Management, Workflow, Knowledge Management and Electronic Commerce and reach clarity through sharing experiences, product evaluations, networking between users and vendors, education and training. Workflow And Reengineering International Association (WARIA.com) Lighthouse Point, FL 33064, USA Phone +1 954 782 3376 Fax +1 954 782 6365 <http://www.waria.com/>



The **Wfmc** is a non-profit, international organization of workflow vendors, users, analysts and university/research groups. Comprising over 300 members throughout the world, the Coalition is the primary standards body for this significant software market. The creation of the Wfmc Standards Reference Model has proved its importance in other areas of technology, most notably the ISO Seven

Layer reference model for computer communications. Workflow Management Coalition (Wfmc) 2436 North Federal Highway #374, Lighthouse Point, FL 33064, USA Phone +1 954 782 3376, Fax +1 954 782 6365 email: wfmc@wfmc.org <http://www.wfmc.org/>



www.FASBEX.com (Finance and Accounting Shared Service Benchmarking Exchange) is a community of shared service operators and service providers interested in 'Knowledge Exchange'. Registered members can access case studies, news, benchmarking, features, events and forums; they can submit material and will receive regular newsletters and attractive discounts to events.



The **Institute of Quality Assurance (IQA)** aims to place quality at the heart of every British business. IQA communicates the importance of Quality within organisations throughout the UK and is the leading body for the advancement of quality practices. The IQA ensures that its members have access to training, education programmes and support, for those responsible for quality management and implementation. It is the only Institute in the UK to recognise

professionals committed to quality. Individual members and affiliated organisations are rewarded with growth, added value, greater recognition and continuous improvement. They are entitled to many benefits, which can assist their career development and help enhance their business overall. Quality professionals are kept informed about the latest trends and developments via 'Quality World', IQA's monthly magazine and on our website there is a learned journal available to members; an IQA small business standard developed by our Management Consultants Register - FREE to non-members; plus articles, news reviews from Quality World and much more. Visit www.iqa.org or email: iqa@iqa.org.



Founded in 1962, the **International Society for Performance Improvement (ISPI)** is the leading international association dedicated to improving productivity and performance in the workplace. Since 2001 ISPI-Europe represents ISPI's growing community of members throughout Europe. Performance technologists, training directors, human resources managers, instructional technologists, human factors practitioners, and organisational consultants are members of ISPI. Additional information about ISPI-Europe's ongoing events can be found at <https://www.ispieurope.com/>.

onesixsigma.com

The voice of the six sigma professional in Europe

www.onesixsigma.com is the premier information portal, dedicated exclusively to Six Sigma professionals and activities in Europe. Through the provision of free resources and as a communication platform for all Six Sigma professionals, onesixsigma.com

hosts the most versatile and powerful improvement technique available to managers today; the sharing of ideas, knowledge and experiences. Visit www.onesixsigma.com today add your voice to the "Voice of the Six Sigma professional in Europe"



The **International Financial Services Association (IFSA)** is a not-for-profit trade association whose members are domestic and international financial services organizations, corporations and suppliers who provide services to the financial industry. The Association's primary functions are to provide leading educational programs, be an advocate for the industry with the regulators and rule making bodies, and to provide a community where the industry's organizations and suppliers can meet to address current industry issues. The IFSA was founded in 1924.



The definitive HR resource

hrlook.com is a distinctive internet doorway into the world of Human Resources, delivering high quality articles on HR issues in a lively, entertaining style. The site enjoys an average of 2,500+ hits per day and has a growing subscriber base of 5,500+ who can receive daily and weekly news bulletins, emailed directly to their desktop

Official Publication



The International Journal of Business Effectiveness

European Quality is one of the world's longest-established journals of business effectiveness. Since 1993, EQ has focused on delivering high level case studies and articles on all aspects of Total Quality Management (TQM), human resource strategy, brand effectiveness, Business Process Measurement (BPM), Quality Control (TQC), Six Sigma, VBM and Quality Assurance (QA). EQ archives include detailed reports on all winners and finalists of the European Quality Award (EQA) up to 2002, and case studies of companies which have adopted the EFQM Business Excellence Model and Balanced Scorecard (BSC). For information, see www.european-quality.co.uk

Official Association



The Business Process Management Group (founded in 1992) is a global business club exchanging ideas and best practice in business process and change management. We have over 7,500 global members in 117 countries across all business sectors.

Through case studies, seminars, education and research we support our members in improving their organisations work across business processes, information technology, people and business performance. **Visit the BPM Group at www.bpm.org**



