



Practice: ISO 14000 EMS Series

People: Complete Performance
Feedback Supervision

Performance: Poka Yoke

Perquisite: Guaranteed Marketing

"The crucial variable in the process of turning knowledge into value is creativity"

-John Kao

Perception Business Consulting Solution is a professionally run business consulting firm & pioneers in CHANGE MANAGEMENT, PERFORMANCE IMPROVEMENT & TALENT DEVELOPMENT through various consulting engagement programs helping clients to establish their process & product management practices, raising their operating performance leading to business excellence and defining clear HR structure & practices leading to improved employee satisfaction & overall development of human resource. Our quasi-executive approach to deal with client issues has brought us very close to the client leading to long & sustained relationships for more than four consecutive years in a row.

FOUR VERTICALS

Our competence of developing management systems, handling business inefficiencies through specialized performance tools, handling HR issues including training, management of brand towards increased market positioning leading to a four business verticals.

PRACTICE

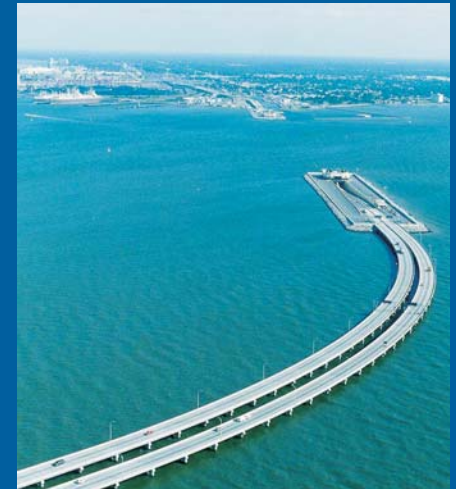
Our first vertical is primarily focused on developing good management practices under almost 12 international process & product specific standards covering QMS to ISO 9001: 2000, EMS to ISO 14001: 2004, OHSMS to OHSAS 18001: 1999, IMS as an integration of three (SHEQ), ISO/TS 16949: 2002 for automotive industry, ISO 22000: 2005, DRC for Food Safety, ISO 27001 for IT Security, NABL (National Accreditation Body of laboratories) to ISO 17025: 2005 & ISO 15189: 2005, NABH (National Accreditation Board for Hospitals), NAAC (National Assessment & Accreditation Council), PED (97/23/EC), API, CE MARK, WRAP, BUYER CoC to name few.

PERFORMANCE

Our second vertical covers customized consulting solutions depending on the type & size of the client company covering management tools such as LEAN MANAGEMENT, TPM, SIX SIGMA, SMED, 5S, TOC, KAIZEN, MALCOLM BALDRIDGE QUALITY CRITERIA FOR HEALTH CARE & EDUCATION, BALANCE SCORE CARD, POKA YOKE, 8D- PROBLEM SOLVING METHODS FOR CAPA ET AL to handle business processes more effectively & efficiently. We pioneer in developing customized versions of all such techniques ensuring effective implementation not merely show-casing these tools for the heck. We also handle consulting assignment for specific sectoral need leading to effective LSCM (Logistics & Supply Chain Management) practices, SDP (Supplier Development Programs), HIRA (Hazard Identification & Risk Assessment), IER (Initial Environment Review and similar methods towards business excellence.

PEOPLE

Our third vertical is focused on HR consulting covering HR restructuring, competence mapping, and compensation & benefit program design. We also handle strategic recruitment facilitation for our business partners with a scientific approach through database gathered from trusted sources. We also handle specific management surveys leading to identification of customer satisfaction index, human behavioral studies, psychometric testing of human talent, competitiveness & benchmarking.



ENGAGEMENT DELIVERABLES

- Time Definite Engagement
- Supplemental Knowledge Inputs from Service Portfolio
- World Class System Design not Merely Conformance to any Standard

OUR BUSINESS ATTRIBUTES

- Knowledge Sharing
- Value Creation
- Engagement Sustenance
- Engagement Resilience
- Consulting Reliability

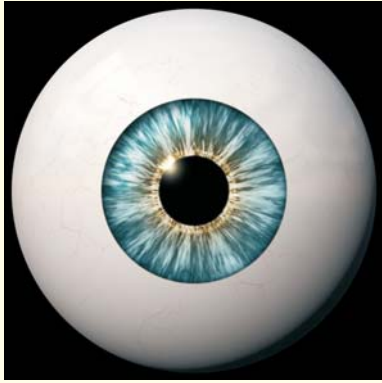
CLIENTELE SEGMENTS

- General Engineering Manufacturing
- Automobile Manufacturing
- Agriculture & Agro-chemical Manufacturing
- Pharmaceutical Manufacturing
- Health Care & Diagnostic Laboratories
- Hospitality
- Food Processing
- Real Estate & Construction
- Entertainment & Publication
- Logistics & Supply Management
- Education & Management Institutes
- Web Management & IT Solutions
- Apparel & Garments
- Public Sector Organizations
- Government Organizations
- Non-government Organizations

PERQUISITE

Brand management as our fourth vertical supports a business entity to penetrate into the chosen market segment & lives with a great sense of being. This includes website management, brand vehicles such as corporate brochure design, logo design, web marketing & corporate displays et al.

PRACTICE



ISO14000 SERIES ENVIRONMENTAL MANAGEMENT SYSTEMS: ISO 14000 is a series of international standards on environmental management. It provides a schedule for the development of an environmental management system and the supporting audit programme. The main thrust for its development came as a result of the Rio Summit on the Environment held in 1992. As a number of national standards emerged (BS 7750 being the first), the International Organization for Standardisation (ISO) created a group to investigate how the systems can actually be beneficial to business and industry. The group recommended that an ISO committee be formed to establish and maintain an international standard.

ISO 14001: ISO 14001 is the best known standard of the ISO 14000 series. It specifies a framework of control for an Environmental Management System against

which an organization can be certified by a third party. ISO 14001 was first published in 1996 and established the actual requirements for an environmental management system. It applies to those environmental aspects which the organization has control and over which it can be expected to have an influence.

Horizon: ISO 14001

This benchmark standard is applicable to any business entity that wishes to:

- Execute, maintain and improve an environmental management system.
- Guarantee itself of its conformance with its own stated environmental policy
- Ensure compliance with environmental laws and regulations.
- Obtain certification of its EMS from competent authority.
- Establish legible documentation on EMS.
- To follow the established system in letter and spirit.

ISO 14000 Series Standards

Other standards in the series are actually guidelines and they are as follows:-

1. ISO 14004 - Direction on the development and implementation of environmental management systems
2. ISO 14010 - General principles of environmental auditing (now superseded by ISO 19011)
3. ISO 14011 - Specific guidance on audit an environmental management system (now superseded by ISO 19011)
4. ISO 14012 - Guidance on qualification criteria for environmental auditors and lead auditors (now superseded by ISO 19011)
5. ISO 14013/5 - Audit program review and assessment material.
6. ISO 14020+ - Labeling issues
7. ISO 14030+ - Guidance on performance targets and monitoring within an EMS
8. ISO 14040+ covers life cycle issues

Of all these, ISO 14001 is not only the most well known, but is the only ISO 14000 standard against which it is currently possible to be certified by an external certification authority.

PEOPLE



COMPLETE PERFORMANCE FEEDBACK SUPERVISION

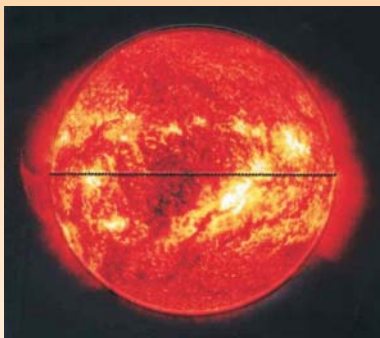
This system, which solicits feedback from superior, peers and direct reports if there are any, has been increasingly embraced as the best of all available methods for collecting performance feedback. Gone are the days of working hard to impress only one person, now the opinions of all you touch in the course of your workday matter. The criticism is therefore inclusive and every person on the team is responsible for giving relevant feedback, whether positive or negative.

ADVANTAGE: This system allows for multiple points of view to be given on any given individual. It neutralizes any biased decision (either positive or negative) and helps to paint a more comprehensive picture of that individual's performance. For instance, a person may work very hard all year to impress his boss because that boss

controls opportunities for advancement, salary, etc. but meanwhile that person alienates everybody else on the team, feeling that their perceptions of him are not important because they have no bearing on his career. Also, because feedback is collected from multiple sources, the process must be formalized to ask consistent and well thought out questions. These questions require a great deal of foresight and must be able to arrest pertinent information or the integrity of the entire process is compromised.

LIMITATION: This process is grossly cumbersome. The process requires a great deal of forethought into the design and method of collecting data, execution, guarantee of anonymity, training people on how to give feedback, etc. Ideally you need a consultant to help you design and customize a product to your company and culture. If you have the resources internally you could allocate some IT staff to design and support the software, otherwise this can be an added expense on top of the consultant's fee to design the whole thing for you in the first place. Young employees must be trained to give feedback that is positive as well as constructive and always relevant. No personal bias, no fear of retribution if their identity is revealed somehow, use examples so the person benefits from the context of the comments, use integrity and maturity in the feedback, appreciate the opportunity to help the person to whom you are giving feedback grow to become a better worker as a result of your input. Even positive feedback is something that some people must be taught to give. People should be informed that ideally, need not be anonymous since giving factual data based on actual examples and their observations reflect the person's performance and not the individual, and if they are making their comments with honesty and integrity, and in the genuine interest of helping this person's performance, then there is no reason to be afraid of saying what there is to be said. Lastly, 360's take longer since they rely on a number of people to make the time to write and submit the feedback. Compilation of such a large data from different sources is a very lengthy and time consuming.

PERFORMANCE



POKA YOKE:

To avoid (yokeru) inadvertent errors (poka). Japanese term which means mistake proofing.

A poka yoke device is one that prevents incorrect parts from being made or assembled, or easily identifies a flaw or error. Poka-yoke - 'mistake-proofing', a means of providing a visual or other signal to indicate a characteristic state. Often referred to as 'error-proofing', poka-yoke is actually the first step in truly error-proofing a system. Error-proofing is a manufacturing technique of preventing errors by designing the manufacturing process, equipment, and tools so that an operation literally cannot be

performed incorrectly.

An example of poka-yoke shows how finding mistakes at a glance helps to avoid defects. Suppose a worker must

P E R I S C O P E

assemble a device that has two push-buttons. A spring must be put under each button. Sometimes a worker will forget to put the spring under the button and a defect occurs. A simple poka-yoke device to eliminate this problem was developed. The worker counts out two springs from a bin and places them in a small dish. After assembly is complete, if a spring remains in the dish, an error has occurred. The operator knows a spring has been omitted and can correct the omission immediately. The cost of this inspection (looking at the dish) is minimal, yet it effectively functions as a form of inspection. The cost of rework at this point is also minimal, although the preferred outcome is still to find the dish empty at the end of assembly and to avoid rework even when its cost is small. This example also demonstrates that poka-yoke performs well when corrective action involves trying to eliminate oversights and omissions. In such cases, poka-yoke devices are often an effective alternative to demands for greater worker diligence and exhortations to "be more careful."

Poka-yoke either give warnings or can completely prevent an error. The frequency of error in the process determines the method, occasional errors may warrant warnings whereas frequent errors or those impossible to correct, may warrant a control poka-yoke.

PERQUISITE



GUARANTEED MARKETING: When you make it risk-free to buy from you and tell the world about it, more people will buy.

Success doesn't go to the company with the best products, ideas or technology. It goes to the company with the best marketing. That's not fair, but that's reality. Expensive, too -- it costs three times more to market your business than it did a few years ago. The odds are not exactly in your favour. To survive, your business must stand out from the crowd. You need a marketing system that ensures a steady flow of customers eager to buy only from your company. Not just today, but several more times over the next two to five years. And you want to turn those customers into an army of salespersons, eager to refer more new customers to you. Sounds like an impossible dream? It's Guaranteed Marketing!

With Guaranteed Marketing, your aim is to eliminate all danger from the buying transaction for your customers. If you do so by removing the risk with a money-back or other strong guarantee, you make it less threatening for people to consider your offer. You lower the barriers that prevent people from doing business with you. You give them a compelling reason to buy today without fear of looking bad tomorrow. Guaranteed Marketing will help you produce new customers, repeat customers and referral customers. By removing the risk to buyers through guarantees, your business will stand out. You'll make it easy and fun for people to buy from you. And your profits will dramatically increase. Guaranteed!!!

Yet, guarantees frighten many small business owners. Indirectly, you already have a guarantee -- you just don't know it. If a customer called to complain that the work you did was unsatisfactory, what would you do? Offer to redo or replace it, probably. Because it's a smart investment of your time and money to satisfy one current customer now than it is to combat a lot of bad word-of-mouth later. It just makes sense. Especially when you consider that, according to one recent study, a satisfied customer tells one person about your company. But an unsatisfied customer tells NINE people. You need to put those numbers in your favour. You need to satisfy your customers. And a guarantee makes it all possible. There's more. At most, only about 1-2% of your customers will ever ask for their money back if offered a refund, so guarantees are a safe, calculated risk. By offering a risk-free guarantee, you'll simply call more attention to the quality you already have in place. Make the strongest promise you can comfortably live up to, and feature it prominently in all your marketing materials -- advertisements, letterhead, business cards, on your telephone hold message, your Web site, etc.

Of course, if you offer a guarantee, some people are going to take advantage of you. But if you double or triple your sales in the process, are you really going to care!!!!