

IZB, Germany/COER, New Zealand
September 2005

Dear GBN Members,

today we present the fourth issue of the GBNewsletter.

We are very happy to welcome the Dubai Quality Group as a **new member** of our Benchmarking Community and thank you for providing us with some background information regarding your professional careers and activities. Furthermore new people have assumed the responsibility within our member's organisations. We also like to welcome all of you to the GBN Community.

After a short overview on **upcoming benchmarking conferences** and the agenda of our **AGM** (which will be held in Prague on the **16th and 17th September**) recent, actual and planned **activities of our members** are highlighted. We hope this issue of our common newsletter will give you a good overview of the different activities our members are currently doing. And finally this edition outlines the new feature of our common **GBN Website**: the **Members Area**.

We thank all members who have contributed to this fourth issue of the GBNewsletter by providing us input as text and photos. As always, your feedback is much appreciated.

Enjoy reading and happy benchmarking!



Robin Mann
GBN Chairman



Ronald Orth
GBN Secretariat

Upcoming Conferences and Events in 2005/2006



Benchmarking Forum 2005, 14th -17th September 2005, Ostrava, Novy Jicin, Prague (Czech Republic)

Benchmarking Forum 2005 is composed of:

2nd National Benchmarking Conference (14th September, Ostrava)

GBN Automotive Sharing Day (15th September, Ostrava and Novy Jicin)

GBN Meeting (14. Annual General Meeting, 16th -17th September, Prague)



National Benchmarking Conference is prepared for private and public organisations. It has been organised by companies Czech Society for Quality, HRA Ltd. and HM Partners Ltd.

The theme of the Conference is: *Benchmarking for Automotive, Methods and tools in benchmarking, Benchmarking in Public Administration*

Further Information can be accessed via www.csq.cz



مجموعة دبي للجودة
DUBAI QUALITY GROUP

Member of the GBN



Conference „Making Quality Part of the Total Improvement Management System for the Organization”, 20th September 2005, Dubai

A conference on „Making Quality Part of the Total Improvement Management System for the Organization” by Dr. H. James Harrington will be held on 20th September 2005 in Dubai.

For further information please contact Badryia Al Tamimi at badriya@dqg.org



Benchmarking Conference “Benchmarking 2005”, 22nd September 2005, Warsaw (Poland)



Member of the GBN



The 1st International Benchmarking Conference will be hosted by the Polish Benchmarking Centre, which worked by RWTÜV Polska. The conference programme consists of the following three topics:

- Process Benchmarking Projects – the benchmarking practice in companies from different sectors
- Benchmark Index – the tool for small and medium sized enterprises
- International Benchmarking Projects – exchange of experiences

All GBN members are welcome! Further information can be accessed via www.benchmarking.com.pl or please contact Ewa Czyz-Gwiazda at e.czyz@benchmarking.com.pl.



EFQM Forum 2005, 3rd -5th October 2005, Cardiff (Wales)

The Cardiff 2005 programme will address the specific challenges of "*What next for European Business?*" Therefore the focus will be on the key challenges facing European Business over the next five to ten years. Attendees should be equipped with the tools and the information needed to take on the challenges of the new global competition.

Further information can be accessed via www.efqmforum.org



Benchmarking Conference 2005, 17th - 18th November 2005, Berlin (Germany)

Benchmarking for Small and Medium Enterprises is the main topic of "Benchmarking Conference 2005" which will be hosted by the Information Centre Benchmarking at Fraunhofer IPK.

Further information can be accessed via www.benchmarking.fhg.de or contact Holger Kohl at holger.kohl@ipk.fraunhofer.de

T E C T E M



1st Benchmarking Conference of TECTEM, 22nd November 2005, Zürich (Switzerland)

Dr. Robert C. Camp, Prof. Dr. Thomas Friedli and other speakers will deal with the topic of "Being Competitive through Benchmarking".

Further information can be accessed via www.tectem.ch or contact Prof. Dr. Thomas Friedli at Thomas.Friedli@unisg.ch



11th World Congress for Total Quality Management, 4-6th December 2006, New Zealand

The World Congress for Total Quality Management is the world's premier business improvement-orientated conference. For the first time it is coming to New Zealand (hosted by COER) – it is an opportunity not to be missed!

One of the themes will be on benchmarking. **All GBN members are encouraged to promote the Congress to their members and clients and hopefully some of you will be able to come along and present papers!!**

In addition to a stimulating and world-class Congress experience come to New Zealand to have a great holiday...

Enjoy:

- the cosmopolitan kiwi culture (from Maori, Pacific Islanders to European and Asian cultures),
- magnificent scenery from glaciers to tropical rain forests
- hot springs and Geysers
- bungi jumping and canoeing
- beautiful white sand beaches and snorkelling
- some of the world's best wineries, golf courses, and fishing spots
- whale and dolphin watching
- searching for the elusive kiwi (bird)
- the New Zealand summer!!

For more information on the Congress go to www.worldqualitycongress.com or email: enquiry@worldqualitycongress.com or Robin Mann at r.s.mann@massey.ac.nz.

GBN Activities: Annual General Meeting



14th Annual General Meeting of the Global Benchmarking Network, Prague (Czech Republic) – 16th and 17th September 2005



The Czech Society for Quality is hosting the 14th AGM of the Global Benchmarking Network courtesy of Milan Trcka (see photo). Venue of the meeting is the Top Hotel Praha, Blažimská 1781/4, 149 00 Prague 4 – Chodov, Czech Republic.



AGM Agenda - Brief overview

16th September 2005

- Knowledge sharing by all members (short presentations)
- Roundtable discussion "How to enhance competitiveness through benchmarking"
- GBN Member Presentation: "Benchmarking - a mature product?" by Ulrike Huetter, TECTEM, Switzerland
- GBN Member Presentation: "A comparison of best practice and benchmarking resources worldwide" by Dr Robin Mann, COER, New Zealand
- GBN Key Issue Workshop No. 1 "Benchmarks and best practices" (optional)

17th September 2005

- Key Issue Workshop No. 2 "Proposal for a new business model for the GBN"
- Key Issue Workshop No. 3 "Obtaining funding for international projects"
- GBN Member Presentation: "Value Mapping" by Terry Pilcher, BCS Management Services, UK
- Business and Administrative Issues

The detailed version of the final AGM agenda was sent to all GBN members in July 2005. If you have further questions or suggestions please contact the GBN Secretariat (Ronald.Orth@ipk.fraunhofer.de) or the GBN Chairman (R.S.Mann@massey.ac.nz).

GBN Membership

Changes in membership



Small Business Service (UK)

Unfortunately we must confirm that the Small Business Service of the DTI has left the GBN.



The Public Sector Benchmarking Service (UK)



As you might have already noticed, Ken Watling (Head of PSBS) has retired on 12 August 2005 from his current position. In the name of all GBN Members we would like to say thank you very much Ken – for your contributions to the GBN and to benchmarking in general.



As Ken Watling's successor we welcome Michelle Wyer the new PSBS Head and contact point:
michelle.wyer@hmrc.gsi.gov.uk

New GBN Members



The Dubai Quality Group (Dubai, United Arab Emirates)

The Dubai Quality Group was set up as a non profit business organisation by the Department of Economic Development under the patronage of H.H. Sheikh Ahmed Bin Saeed Al Maktoum. The Group offers many programmes throughout the year with the objective of improving Quality and Service among its member organizations.

Since inception in February 1994, the DQG has grown to include more than 1,500 individuals representing over 300 prominent organisations from both the private and the public sectors. The DQG organises activities aimed at developing the professional and managerial expertise of individuals.

The DQG has close links with professional bodies and academic institutes in other countries. It provides an excellent environment for its members to meet and exchange ideas, information and expertise. It is a forum where all types of organisations can benefit from each other.

DQG Contact Details

**Badriya Al Tamimi**

Manager

Email: badriya@dqq.org

Badriya is representing the emerging force of the region – confident, smart, sophisticated young women, driven by a vision to serve the nation. She has studied at the Cambridge High School and hold a Higher National Diploma in Business Administration from Dubai Aviation College.

Her portfolio of skills includes exposure to consultancy in recruitment, banking operations, sales & marketing in hospitality sector and customer relationship management with organization in predominantly service related industries. This portfolio along with her employment in multi-cultural environments has given her a unique perspective. Also her ability to be both intuitive and analytical enhances the skills she has acquired through her career. As a manager of the non-profit organization, she has developed strong strategic partnerships, team leadership, and quality improvement skills.

**Fatma Gourab**

Members Relation co-ordinator

Email: fatma@dqq.org

Fatma, Algerian national, has completed her Bachelors degree specializing in Accounting and is also a PR Secretary Certificate Holder. She has worked as an Accountant in the UK for two years. Currently Fatma holds the position of Members Relation Co-ordinator at Dubai Quality Group. She is also a coordinator for the Emirates Business Women Award project. Fatma joined Dubai Quality Group in 2003.

GBN Member Activities



Czech Society for Quality (Czech Republic)

News and Projects

During the last year we have completed a project on Benchmarking within the automotive supplier network 2005 and a new round of successful benchmarking project within the automotive industry is now running in the Czech Republic. The framework is the same as last year. The database access to benchmarking has been chosen, and the BenchmarkIndex has been used as a "tool", i.e. the database of the British DTI (Department of Trade and Industry). The database access has been provided through co-operation with the Centre for Competitiveness of Dublin.

Benchmarking through BenchmarkIndex is based on two questionnaires:

- Core Questionnaire - obligatory for all participants
- QCD Questionnaire (Quality-Cost-Delivery) - approved for the automotive sector in Great Britain.

Within the "Benchmarking for Automotive 2005" CSQ held one independent workshop. The participants were provided with basic introductory conception of benchmarking issues, they were familiarized with project targets and the used methodology. The closing workshop with participants will be held during 2nd National Benchmarking Conference on 14th September, 2005, Ostrava Czech Republic within the automotive section.



Conferences

In cooperation with AHRA, s.r.o. (Ltd.) and HM Partners, s.r.o. (Ltd.) we are currently organizing the 2nd National Benchmarking Conference in Ostrava, Czech Republic (including GBN Sharing day) and the Annual General Meeting of the GBN on 16th and 17th September in Prague.

Objectives of the Conference on 14th and 15th September 2005 are:

- Inform on experience of benchmarking application in the Global Benchmarking Network
- Acquaint managers, businessmen and other those interesting with benchmarking role and current course of event in this area
- Inform on implemented and being prepared benchmarking projects in private as well as in public sphere
- Inspire participants to be involved in the National Benchmarking Network and use benchmarking as a tool of improvement and competitiveness support

- Familiarize with benchmarking examples of two companies AUTOPAL, s.r.o. (Ltd.) and KOMAS, spol. s r.o. (Ltd.) in practice
- Compare benchmarking orientation in our country and in the world
- Show what methods are used by benchmarking and what objectives can be achieved by them
- Share specific experience in benchmarking with foreign guests
- Inform on and discuss activities, initiatives and course of actions in automotive industry with emphasis on its prospects in Moravian-Silesian

The GBN Sharing Day is a part of the Conference. Within it the visits in companies KOMAS s.r.o. (Ltd.) in Opava (BenchmarkIndex experience, twinning program for subcontractors in automotive industry) and Autopal Visteon s.r.o. (Ltd.) in Novy Jicin (product benchmarking and retroactive engineering, benchmarking e-learning module) will be paid for limited members of participants.

After visits and discussions the workshop concerning automotive industry development (not only) in the Moravian-Silesian region, emergence of automotive cluster and role and experience of main parties interesting in benchmarking and other development approaches will be held in the company Autopal Visteon.

Planned Activities

In the near future we prepare a project on Customer satisfaction measurement in banking sector by EPSI Methodology. The pilot project will be run within the Retail Banking Sector during the second half of the year 2005. We are planning to spread the Customer Satisfaction Measurement by EPSI Methodology to other economic sectors in the Czech Republic.

For further information please contact Milan Trcka at mtrcka@qualimate.cz



India Benchmarking Centre (India)

News and Projects

A number of benchmarking projects and activities were undertaken during the last year.

- Seagram - Process improvement through External benchmarking (ten Sales & distribution processes)
- NIIT - Process Improvement through Best Practice research (Online Tutoring)
- NIIT - Process Improvement through Best Practice research (Software Development for learning management solutions)
- NIIT - Process Improvement through Best Practice research (Vendor Management)
- Bharti Cellular - Process Improvement through internal and external benchmarking (11 Customer Facing Processes)
- NTPC - Process improvement through External benchmarking (HR and Finance processes)

Other activities during the year included:

Corporate Membership

IBC continues to offer corporate membership to companies. IBC membership services are focused on helping member organizations to improve their business processes using Benchmarks and Best Practices from global industry leaders, both within the country and internationally. Apart from training and other inputs IBC provided the following services to its members last year:

- **Articles:** The articles encompass performance measures, benchmarking and best practices across business functions. Furthermore, these articles help organizations to take a structured approach to benchmarking through sharing of current best practices of globally admired companies
- **Best Practice Minutes:** The best practice minutes provide ready-to-use information to members. These cover best practices and ideas on improving business processes.

IBC Publications

- **BP World**-The monthly magazine published by India Benchmarking Centre for its members. These would feature articles and minutes primarily focusing on proven high performance practices of various world-class organizations that result in significant positive changes
- **Newsletter**- IBC brings out a quarterly newsletter "Kshitij" which brings latest happenings, innovations and leading edge management concepts to the Indian organizations.

These publications are sent to all the members and some other organizations.

Benchmarking Workshops

Benchmarking workshop is a two-day session that prepares senior and middle level executives with the skills for leading and participating in business process benchmarking project teams. The workshop provided participants with hands-on skill for working on benchmarking projects in their respective organisation.

IBC conducted 3 public Benchmarking Workshops during the year, at different locations. These workshops received an overwhelming response from Indian companies.

In addition to the public workshops 5 in-house workshops were conducted during the year for various organizations.

Events

Practices 20:20 – IBC sponsors this event wherein an eminent speaker from the corporate world is invited to share their experience and innovative management practices. Last year 3 such events were held during the year.

For further information please contact Ravinder Singh at ravindersingh@iqlnet.com

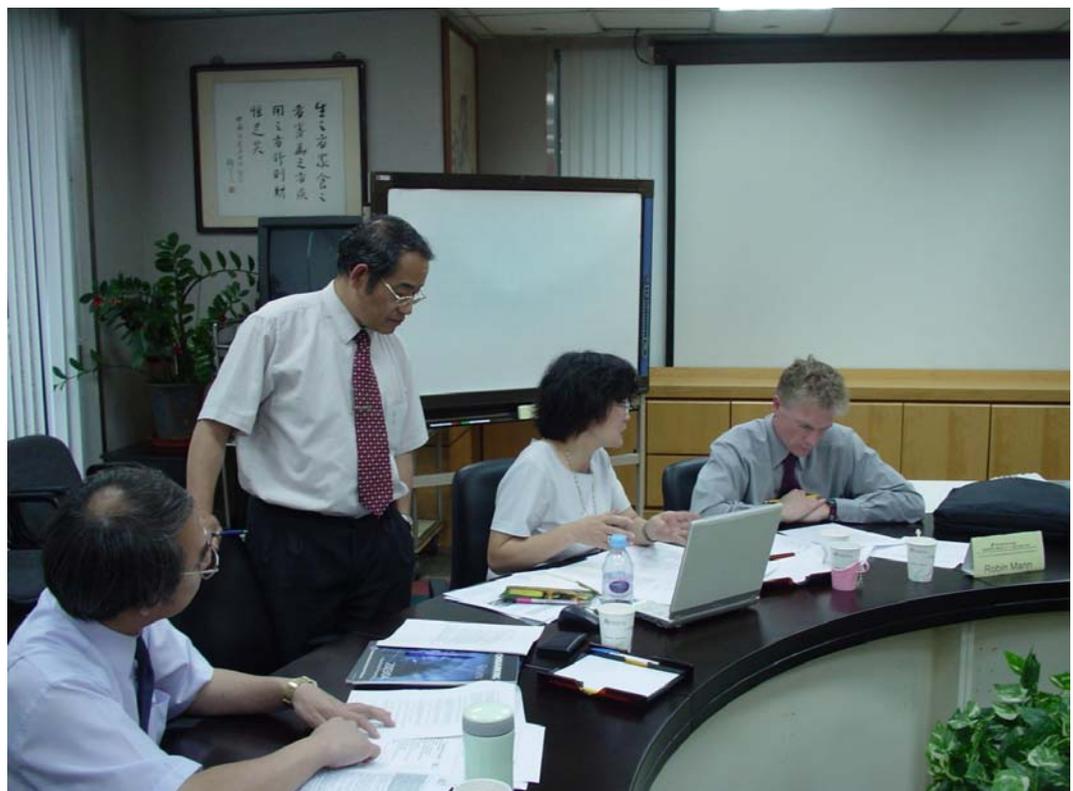


Centre for Organisational Excellence Research (COER), Massey University

Over the last year COER has been very busy working on benchmarking projects nationally and internationally. COER's overseas visits have included Antalya (European Organisation for Quality Conference), Dubai (e-TQM College meeting, Shanghai (the International Conference on ISO9000 and TQM), Singapore (Singapore Quality Award Conference), Sydney (Global Excellence Model Council meeting), Winnipeg (the World Quality Congress) and BPIR.com promotional visits to Europe.

A recent visit was to the China Productivity Centre in Taiwan to provide advice on their benchmarking and business excellence programmes and to encourage more Asian countries (via the Asian Productivity Organisation) to join the Global Benchmarking Network. The visit included a Keynote presentation to over 80 delegates from SMEs to assist them in improving their organisations through using benchmarking, business excellence and innovation techniques, a presentation to CPC's i-bench team, and providing consultancy to a leading beauty salon chain, Happy Hair, that had introduced innovative new processes to servicing customers and hair design.

Photo below – Dr Robin Mann reviewing a document describing CPC's benchmarking approach. Note the GBN's Benchmarking Review is on the desk!!



Also, coming to end is a 12-month project to enhance Australia's business excellence framework. Information on the project is provided below.

A Project to Review and Enhance the Australian Business Excellence Framework

Business excellence frameworks are promoted by more than 70 countries as a mechanism to improve the performance of organisations and the national economy. Many countries simply use or adapt a recognised international model. New Zealand, for example, uses the United States' Malcolm Baldrige system. However, Australia is relatively unusual in that it has its own framework which is administered by a private company, Standards Australia International (SAI Global).

The work was undertaken by centre director Dr Robin Mann and senior lecturer Dr Nigel Grigg. The most startling finding was the low level of awareness of the framework. A random survey of just over 300 Australian businesses found fewer than 10 per cent had even heard of the framework. This level of awareness was lower than in most other countries studied and was probably due to Australia not having government support to assist in framework promotion.

For those organisations that had used the framework there was overwhelmingly positive feedback with almost 60% indicating that their organisation's systems and performance had significantly improved as a direct result of using the framework. However, surprisingly, there was little attachment to having an "Australian" framework with 61% saying they would be happy to switch to an international model if it was shown that it would bring greater benefits to Australian businesses.

Dr Mann and Dr Grigg concluded that in the short-term the framework needed only minor changes but in the long-term a switch to an international model should be considered. Dr Grigg explained that "the key benefit of having an international model is that much more research work has been undertaken in validating these models. Not only that, the cost to continually re-design and develop an Australian-based model is considerable".

The key challenge for Australia in the future is to create greater awareness and use of "business excellence" irrespective of the model used. The study highlighted the tremendous differences in national strategies to promote business excellence with countries like Singapore and the USA having the most successful approaches. Dr Mann said "a key difference was not only the level of government support but also the amount of visible endorsement given by heads of state, VIPS and prominent organisations". For example, in the US, the President always presents the national business excellence award and in Japan it is presented by a member of the Imperial family.

For more information on the Australian business excellence project or COER's activities in general contact Dr Robin Mann, r.s.mann@massey.ac.nz, or visit www.coer.org.nz.



Business Excellence Department of Russian Organization of Quality (Russia)



News

Business Excellence Department of Russian Organization for Quality (ROQ) is one of new GBN members. We have begun our activity in November 2004. Since then the Department works for realizing the program "Best practice – for the best life!"



In June 24th-25th in Cheboksary, Chuvash Republic we organized the 1st Russian Conference «Benchmarking as the base of company's competitiveness».

The Conference was conducted with the support of Mr. Fedorov – President Chuvash Republic, Mr. Voronin - President of Russian Organization for Quality (ROQ) and Mr. Litovchenko – the Executive director of Association of managers. This conference plays a great role in disseminating Benchmarking methods and GBN activity in Russia.

This Conference was the first step in the process of foundation of the Russian Business Excellence Centers Network.

Our aim was to inform the participants about benchmarking, it's methods and principles and to show its effectiveness by the practical examples of Russian and foreign organizations. And we're proud to state, that our first public event was successful and the main aim was achieved – we managed to draw attention of many companies and organizations to benchmarking methods.

The key speakers were Mr. Kaznacheev - the Adviser of the President of Russian Federation, Dr. Gregory Watson – Ex-President of ASQ and Mr. Johan Benadie as an official representative of Iwao Kobayashi' school and his 20 keys system.

Among the speakers there were the heads of Russian Research and Consulting Companies, the director of Electronics and Mechanics Plant, the chief of Russian Register and the president of the Russian Guild of Experts in marketing, etc.

On this Conference was officially announced about the foundation of the Russian Benchmarking Club. Large Russian plants and organizations are going to become its members and to share the best practice knowledge to achieve performance improvement. For this aim Benchmarking Club "Business Excellence" has already organized for Russian automobile plants the benchmarking trip to Volvo-Car-Gent, Belgium. At the end of May, 2005 the group of 12 participants (the chief managers of large automobile plants) had a benchmarking visit to Volvo-Car-Gent, Belgium. During the whole day our group has studied such aspects as quality management system, motivation, process approach, teamwork, etc. Articles of the visit were published in «Standards and Quality», «Business Excellence» magazines and in Internet-portal "World of Quality" (including Internet-shop).

At the end of this year and in the year 2006 we are planning to organize trips to Toyota Co., Japan; Ford Co., USA; Australian and New Zealand companies, producing meat, milk and wool, companies of building sector, Shanghai, China; oil and gas companies of UAE; etc.

To traverse the benchmarking events in Russia and world wide we've established «Business Excellence» magazine, which evaluates conferences, practical programs, workshops, benchmarking trips and visits holding by Benchmarking Club of Russian Organization for Quality (ROQ).

We believe that we'll achieve everything we planed. We are hardly working to develop the ideas and principles of benchmarking in our country. But only working together we can be a success.

If you require any further information please contact Natalia Tomson or Yury Samoylov at bepr@mirq.ru

Left picture:

Gennady Voronin, President of the Russian Organization for Quality (left) is handing the diploma of the Honorary Member of the Russian Benchmarking Club "Business Excellence" to **Yury Voloshin** (right), the Minister of Chuvash Republic of Russia.



Right picture:

Johan Benadie about the 20 keys method



From right to left: **Yury Samoylov** (vice-president of the Russian Benchmarking Club), **Gennady Voronin** (President of the Russian Organization for Quality), **Gregory Watson** (ex-president of ASQ), **Natalia Tomson** (president of the Russian Benchmarking Club), **Sergey Litovchenko** (the Executive director of Association of managers), **Johan Benadie** (ODI Managing Director)





Swedish Institute for Quality (Sweden)

News and Projects



During the last year we have completed some process management consortium studies and a Conference Management for Business Excellence. Also a best in practice study trip to TMMC in Canada to see the production of the Toyota high quality luxury cars Lexus was undertaken.

Planned Activities

For the future we plan to come up with more consortium studies in process management as well as a new conference Management for Business Excellence. Additionally a conference to discuss how to arrange national quality awards and two best in study trips (one to the US to study schools and one to the UK to study risk management) are planned.

For further information please contact Jerry Karlsson at jk@siq.se



T E C T E M

TECTEM (Switzerland)**News and Projects**

In 204/2005 we have successfully completed three consortial benchmarking projects: internationalisation of the value chain from a general focus and internationalisation of the value chain with focus on China as well as an project on risk management.

Furthermore two individual benchmarking projects were completed: firstly "Zero defect manufacturing" (Six Sigma, APQP, 5S, etc.) and secondly the "Speed in innovation" (project management, fuzzy front end, etc.). And finally an international benchmarking study on operational excellence in the pharmaceutical industry was conducted in cooperation with Germany Association for Pharmaceutical Process Technologies.

We have started of two consortial-benchmarking project on the following topics:

- Successful production in high income countries (kick-off meeting on 6 October 2005 in Zürich)
- Implementing product- and trademark-protection successfully (kick-meeting on 30 November 2005 in Zürich)

Planned Activities

In the second half of the year 2005, we will start a new consortial BM-Project on the subject of 'Lean Development' and on the 22nd November 2005, the 1st Benchmarking Conference of TECTEM will take place in Zürich, Switzerland. Dr. Robert C. Camp, Prof. Dr. Thomas Friedli and other speakers will deal with the topic of "Being Competitive through Benchmarking".

For any further information and details, please contact Prof. Dr. Thomas Friedli at Thomas.Friedli@unisg.ch or visit our website www.tectem.ch



BCS Management Services (UK)

News



BCS Management Services has been working with Massey University to promote BPIR.com to membership organisations. During the year it has been successful in selling the site to the British Quality Foundation and to Quality Scotland. This was possible by providing the expertise to both organisations in order to obtain Government funding to support the projects from the Department of Trade and Industry and the Scottish Executive. The company is having similar conversations with other quality organisations in order to help them obtain government funding to support the use of BPIR.com.

The company is also involved in promoting the use of Value Mapping and the awareness of Intangibles in an organisation. Working with two organisations Business Excellence International and IntangAbility the company is promoting the use of both techniques to a wide audience as well as to intermediaries who can use the approaches in their everyday activities with clients. The company has arranged for various conference presentations and articles to be produced and is at present organising a Seminar to be held in the Cabinet Office for government officials on how Value Mapping and Intangibles can map the content of a balanced scorecard in order to help the work in support of Gershon (the efficiency initiative). A further workshop on Value Mapping will take place at the Californian Council for Excellence's Conference 'Banking on Excellence' to be held in San Jose between 22nd-23rd September 2005.

As a separate exercise, working with D & D Excellence, we have taken the AFIs from a Business Excellence exercise and have applied them to the Value Map. This has proved very interesting as it help to implement the findings within the organisation giving management feedback in real time. This is a concept that we intend to pursue with EFQM and possibly BQF. An article is due to be produced for the BQF magazine 'UK Excellence'

During recent months the company has been working with an intermediary looking at its particular offerings in a generic way. So often intermediaries are too busy undertaking the next project to take stock of what it is that they have on offer. This work involved a brainstorming session with staff to discover not only what was on offer to clients but also the possibilities of parallel working. A matrix was produced which staff had an opportunity to contribute to. From this various offerings were identified in a generic way and these have formed the content for an article shortly to be published and various case studies to be used in company literature. As a by-product from the brainstorming session with staff the CEO was provided with a briefing of possible management issues for consideration within the organisation.

Further information about current activities can be found on our web site www.bcsmanagementservices.com or contact Terry Pilcher at BCSMgt@aol.com.



Public Sector Benchmarking Service (UK)

News

The Public Sector Benchmarking Service (PSBS) has launched a News Feed and a News Bank on the PSBS Members' Site (www.benchmarking.gov.uk). Current News can be accessed through the what's new menu item on the Members' Site. The News Feed contains a selection of recently published articles relevant to public service improvement. When articles become too dated to remain in the Current News section, they can be accessed through the News Bank.

Although the PSBS Members' Site is restricted to Public Sector employees, it is free and available to public servants in all GBN countries.

Further information can be found by contacting: psbshelp@hmrc.gsi.gov.uk

There has been a number of enquiries and a general interest in using 'lean' methodologies to improve administrative functions and public sector services. There appears to be scope for the public sector learning from private sector experiences in this area.

A recent PSBS article published by the Office of Government Commerce (OGC) sets the scene for the future of benchmarking as a significant part of the public sector landscape in the UK. Please see the weblink below: <http://www.ogc.gov.uk/gcforum/world.htm>



Publications and Conferences

The latest PSBS News has already been circulated to all GBN members.

Ken Watling represented the PSBS as a guest speaker at the annual conference of the Libyan Society for Quality. Experts from many countries participated in the Conference. These included the UK, Canada, USA, Egypt, Iraq and India. The conference concluded by holding a number of seminars and workshops on subjects covering training, tourism, police, justice and customs. More details can be found in the article attached.

In July, Ken also represented PSBS at an International Meeting Conference in Naples, Italy, to promote and disseminate information on Innovation in the Public Sector. The course was run on behalf of the Italian Government (Department of Public Administration) as part of their BuonEsempi.it Programme. This programme is developed and managed by Formez – Studies and Training Centre, a national Agency for public managers' training.

Changes in Organisation

Ken Watling (Head of PSBS) retired on 12 August and the new PSBS Head and contact point is Michelle Wyer (michelle.wyer@hmrc.gsi.gov.uk).

GBN Website

The GBN website has a new feature: the **“Members Area”**.

As already mentioned in the last GBNewsletter, the internal area should facilitate communication between members and support all of them in their marketing activities. At the current state all minutes from the past AGM’s are available.

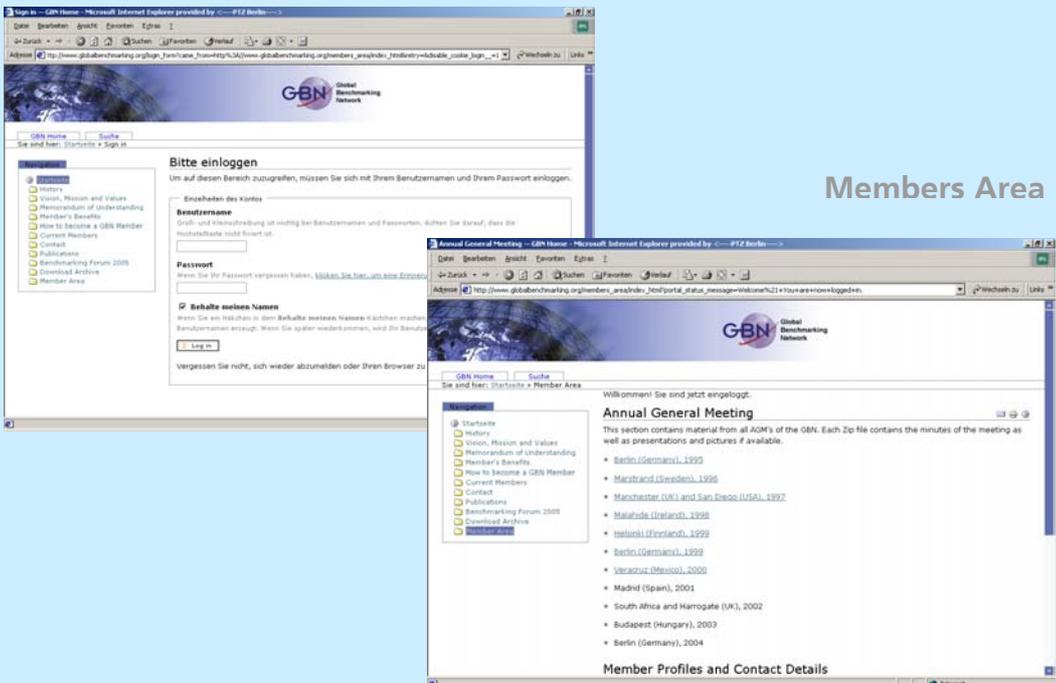
Content Structure

- Minutes from past AGM’s (1995 – 2004)
- Documents to improve the internal transparency
- Marketing material

More information on the internal area will be presented in Prague during the AGM in September.

Contact: Ronald.Orth@ipk.fraunhofer.de

www.globalbenchmarking.org



Members Area

Contact Details – Chairman and Secretariat



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The GBN comprises members in 20 countries: Czech Republic, Denmark, Dubai, Germany, Hungary, India, Ireland, Italy, Malaysia, Mauritius, Moldavia, New Zealand, Poland, Russia, Slovakia, South Africa, Sweden, Switzerland, United Kingdom, USA.