

IZB, Germany/COER, New Zealand
October 2006

Dear GBN Members

Today we present the sixth issue of the GBNewsletter.

We are very happy to welcome the International Centre of Business Education of Kiev National Economic University, Ukraine as a **new member** in our Benchmarking Community and thank you for providing us with background information regarding your professional careers and activities. Furthermore, new people have assumed responsibility within our member's organisations. We would 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 Moscow the **7th and 8th November**) recent, actual and planned **activities of our members** are highlighted. We sincerely hope that this issue of our common newsletter will give you a good outline of the different activities our members are currently undertaking. And finally this edition outlines the "Experience Matrix" for GBN Members, which is also available at the **Members Area** on the **GBN Website**.

In this Newsletter we present a short report about the EC Leonardo Da Vinci ECUANET Project - www.ecuanet.info. We are proud to present the encouraging role played by the GBN and its members, in this project.

Further, we are very excited about publishing a business case study in the GBNewsletter for the first time. This case study is the result of a project conducted by one of our GBN members, National Productivity and Competitiveness Council (NPCC), Mauritius. This project was carried out by NPCC to implement Management Capability Assessments and develop an economic productivity benchmarking software for enterprises.

We thank all members who have contributed to this sixth 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

Conferences and Events



Benchmark Six Sigma World Conference September 15th –16th, 2006 Mumbai, Maharashtra, India

For this conference the corporate world in the service sector will converge in Mumbai for a conference titled "Roadmap to Business Excellence". Experts from the industry shall share their invaluable knowledge.

Further Information can be accessed via: <http://www.sixsigmaindia.com/>



Benchmarking Finance Functions for Best Practice Conference September 18th –19th, 2006 Kuala Lumpur, Malaysia.

Theme of the conference is: Leveraging the Experience of World-Class Performers in Harnessing Essential Key Performance Indicators (KPIs) to Achieve World-Class Business Competence.

Further Information can be accessed via:
<http://www.conferences.com.sg/conf-fd6.htm>



Performance Benchmarking For Energy Utilities Conference October 17th – 18th, 2006 Arlington, VA, USA.

This conference is designed to give participants a solid introduction to benchmarking and its potential role in utility management and regulation. Available methods will be reviewed. Principles and precedents for using benchmarking in regulation will also be analyzed. Considerable attention will be devoted to the application of benchmarking in specific utility businesses.

Further Information can be accessed via:
<http://www.euci.com/conferences/october-06/1006-benchmarking-utilities.php>



2nd St. Galler Benchmarking Congress "Benchmarking in der Praxis", October 19th, 2006, Airport Conference Center, Zurich, Switzerland

The companies E.ON, Hilti, Axpo, Agamus and the Fraunhofer Institute will show the way benchmarking is used in practice, what results can be achieved and experiences earned.

Further Information can be found on GBN Website or contact Mr. Glauco Degan at: glauco.degan@unisg.ch



Measuring & Benchmarking Marketing Effectiveness Conference November 6th – 7th, 2006 Singapore, Singapore

Theme of the conference is: Vital Tools, Effective KPIs & Workable Strategies for Improving Marketing ROI & Boosting Bottom Line

Further Information can be accessed via:
<http://www.conferences.com.sg/conf-pm4.htm>



Member of the GBN



The First International Benchmarking Conference November 9th – 10th, 2006, Moscow

"Business Excellence" Russian Benchmarking Club of Russian Organization for Quality is hosting the 15th Annual General Meeting of the Global Benchmarking Network and invites all GBN Members together with the representatives from national enterprises and factories (benchmarks) to participate in the First International Benchmarking Conference (FIBC). The name of the conference is;

"The Best Practice of Quality Management. Russia Case – 2006"

The slogan of the conference is:

"The Best Practice – for the Best Life!"

Further Information can be accessed via: www.benchmarkingclub.com



**11th World Congress for Total Quality Management,
December 4th – 6th, 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!

Further information can be accessed via: www.worldcongressnz.com

GBN members can announce their events and conferences through GBN website. For further details please contact the GBN Secretariat: ronald.orth@ipk.fraunhofer.de

GBN Activities: Annual General Meeting



15th Annual General Meeting of the Global Benchmarking Network, November 7th – 8th, 2006, Moscow

“Business Excellence” Russian Benchmarking Club of Russian Organization for Quality is hosting the 15th Annual General Meeting of the Global Benchmarking Network, courtesy of Mr. Yury Samoylov (see photo). Venue of the meeting is the Conference hall in Agency of Technical Regulations and Metrology of Russian Federation: Moscow, Leninskiy prospect, house #9. The tentative Agenda for this meeting is presented below.



Agenda of 15th AGM

AGM Day One November 7th, 2006

Place – Conference hall in Agency of Technical Regulations and Metrology of Russian Federation: Moscow, Leninskiy prospect, house #9

Five minute knowledge sharing by all members

All members will be asked to introduce themselves and spend five minutes providing an overview of their organization and benchmarking activities. A small amount of time will be available for questions and answers.

Free knowledge sharing with Russian Government on the topics:

- Benchmarking role for globalization
- Benchmarking is a tool for mutual understanding between companies and Countries
- need of international benchmarking standards

Moving forward from the 2005 GBN Meeting

Dr. Robin Mann will provide an overview of the 2005 meeting to ensure that the findings and decisions made in 2005 are built upon Items on the agenda in 2005, which were:

- Competitiveness through benchmarking
- Benchmarking a mature product
- Value mapping
- Comparison of best practice resources
- Benchmarks and best practices workshop
- Proposal for a new business model for the GBN workshop
- Obtaining funding for international projects workshop

Following on from the overview will be a discussion on what has been achieved in these areas in the last year. In particular, discussions will be on.

Proposal for a new business model for the GBN (Ronald Orth)

- The GBN board and its role
- Method of financing projects

International projects (Yury Samoylov)

- Formal status of the Global Benchmarking Network. Views, perspectives, results.

Hot topics

This section of the meeting will be devoted to "hot topics". If you have a hot topic then please inform Dr. Robin Mann and it will be added to the list. Dependent on the number of topics and the level of interest we may split into small groups to discuss them.

- Benchmarking Training Material (Robin Mann)
- Annual International Benchmarking Conference (Yury Samoylov)
- Benchmarking Award (Yury Samoylov)
- Creation ISO Benchmarking Committee (Yury Samoylov)
- Cooperation with UNIDO (Yury Samoylov)

NOTE: All topics should be forwarded to Robin asap.

AGM DAY TWO November 8th, 2006

Place - Conference hall of Chamber of Commerce of Russian Federation: Moscow, ILYINKA street, house # 6 (near Red Square and Kremlin)

Workshop - Sharing Session

This workshop is designed to encourage networking and sharing between members. It aims to identify best practices in delivering benchmarking services and opportunities for improvement in this area.

Agreement on findings and actions resulting from Day One and Two activities

The discussion will be held to strike common agreement on discussions and results from first two days of AGM activities.

Business and Administrative Issues (Ronald Orth, Secretariat)

The issues regarding GBN Membership, Forthcoming International Events, Financial Report, Venues and dates for 16th and 17th AGMs, etc. will be discussed.

The Final AGM GBN Agenda will be issued in October. If you would like to suggest changes to the AGM GBN Agenda then please inform Robin Mann via e-mail: R.S.Mann@massey.ac.nz.

GBN Membership

New GBN Member



Business Format. The Best Practice Ltd.

The Centre was formed in 2004 on the scientifically-methodical base of Kiev National Economic University. This organisation was formerly known as "The International Centre of Business Education of KNEU". During its recent business restructuring the name has been changed to "Business Format. The Best Practice Ltd."

The main directions of The Centre are informative activity, consulting services for the companies of the different activity spheres and business education. The Centre has a mission 'To promote the effectiveness of companies from different business spheres by using innovation technologies, high standards of service quality and spreading the best business practice.' While the development of The Center lies on the systematic base, reasoning from the innovation technologies of the information accordance, consulting and education services. Further News about this GBN member can be found under 'GBN Member Activities' section.

The contact details for The Centre are:

Mr.Olexiy Olexyuk

+38044-537-61-71

+38044-537-61-77

olexyuk@icbe.com.ua

and

Ms. Olga Shymanska

+38044-537-61-71

+38044-537-61-77

shimanska@icbe.com.ua

Changes in membership



TÜV NORD Polska Sp. z.o.o.

Henceforth instead of **RWTÜV Polska Sp. z.o.o.** the GBN member from Poland will be **TÜV NORD Polska Sp. z.o.o.** The changed logo of member organisation can be noticed on the left.



Also, as you might have already noticed **Stanislaw Pater** has retired from his current position. In the name of all GBN Members we would like to say thank you very much Stanislaw for your contributions to the GBN.

The new prime contact person for TÜV NORD Polska Sp. z.o.o. is



Mr. Henryk Warkocz

ul. Mickiewicza 29; 40-085
Katowice; NIP 634-10-14-590
Tel: +48 (0)32 207 2163
Fax: +48 (0)32 207 213
h.warkocz@tuv-nord.pl



Dubai Quality Group

In the Dubai Quality Group, the successor of Ms. Fatma Gourab is going to be Ms. Alaa Holy as a Subgroup Coordinator. The contact details for Ms. Holy are:

Ms. Alaa Holy

Subgroup Coordinator
P.O.Box : 2978, Dubai, UAE
Tel: +9714-3431950
Fax: +9714-3431970
Alaa@dqg.org



Public Sector Benchmarking Service (PSBS)

In Public Sector Benchmarking Service Ms. Michelle Wyer has left the organisations, and her successor will be **Ms. Carol Gray**. We welcome the new PSBS head and contact point:

carol.gray@hmrc.gsi.gov.uk



National Productivity and Competitiveness Council (NPCC)

Here we take this opportunity to welcome new Executive director of NPCC, Dr Krishna Coonjan. His profile and vast experience is presented below.

Profile:

Dr. Krishna Coonjan possesses a wide range of experience in various industries. He has proven leadership skills involving managing, developing and motivating teams to achieve their objectives.

Career History:

2001- 2004: Advisor to minister – Ministry of Training, Skills Development, Productivity and External Communications

1998-2000: Consultant – Chase Dewitt IA International, Georges Town Complex, Quatre Bornes, Mauritius

1996 -1997: Managing Editor –“Weekly”, An English Economic Political and Social Magazine

1990-1994: Executive Director – Farmers Service Corporation

1988 -1990: Project Director – Farmers Service Corporation

1986-1988: Chairman and Acting General Manager Sugar Industry Development Funds, Sugar Millers Development Fund and Sugar Planters Development Fund

1985: Managing Director – Kingswear Limited (Textile Manufacturing Unit)

1983-1985: General Manager- Solferino Knitwear and Textile Dyeing and Printing Industries (Dyeing and Fabric Printing Plants)

1982-1983: Project Consultant, Sigma Ove & Partners/ Caisse Central de Cooperation Economique, Mauritius

1973-1981: Lecturer – Head of department of Economics and Public Affairs, Presidency College, Mauritius

1971-1973: Lecturer & Method Master – Sadhana, University of Bombay



Benchmarking South Africa

Unfortunately we must confirm that the Benchmarking South Africa has left the GBN.

GBN Member Activities



Benchmarking Partnerships

Benchmarking Partnerships

News

The latest exciting news is our two International Benchmarking study tours and workshops – one in Melbourne and the other in New Zealand.

GBN Members may be interested in attending or in organising a group tour for their customers to one or both of these international events.

The normal price for these events is \$745 (AUD for Melbourne and \$NZ for New Zealand) per person per day, but up to 40% discounts can be achieved as noted below. If GBN Members like to bring a group of 3 or more people we will offer someone from your organisation to attend for free – they'll need to pay for their flights, accommodation, airport transfers and other "out of pocket" expenses. Any bigger groups please contact us and we can discuss further discounts.

International Best Practice week: Study Tour and workshops: October 23rd – 27th, Melbourne

Joint with Singapore Productivity Association (SPA). The Very BEST Practices of Australian Business Excellence Award achievers, SQA (Singapore Quality Awards), SQC (Singapore Quality Class) & People winners & others demonstrating B.E.S.T. practices through Benchmarking Partnerships site visits and facilitated workshops. Refer to weblink below for more information and to register:

https://www.benchmarkingpartnerships.com.au/w_bestpracticesweek.htm

World Congress, Benchmarking workshops & Study Tour: November 29th – December 8th, NZ

Joint with New Zealand Business Excellence Foundation (NZBEF), BPIR.com and Singapore Productivity Association (SPA). The Very BEST Practices of New Zealand Business Excellence Award achievers, Singapore Quality Awards & others demonstrating B.E.S.T. practices through Benchmarking Partnerships site visits and facilitated benchmarking and action planning workshops. Refer to weblink below for more information and to register:

https://www.benchmarkingpartnerships.com.au/w_worldcongressNZ.htm

BM Hot Topics

Current BM hot topic is to measure performance and develop and use Key Performance Indicators:

- Results Mapping
- Measure Design
- Measure Definition

Benchmarking Projects

- Contact Centre International Benchmarking – USA, Singapore and Australian partners
- Customer Service Excellence – partners from USA, Singapore, Australian and Fiji

- Power Generation Benchmarks – Combined Cycle Power Plants – partners from North America, Thailand and Australia

Conferences

We have conducted in-house conferences to help specific organisations, Presentation on Benchmarking and Knowledge Management at the APQC international conference in Las Vegas, USA. Also the workshop was conducted for Fleet Driver Safety with the NSW Government, Australia.

For further information please contact Bruce Searles
bruce@benchmarkingpartnerships.com.au or Anton Benc
anton@benchmarkingpartnerships.com.au



Dubai Quality Group

News and Projects

The Benchmarking subgroup of DQG has conducted a project on work culture which will be extended in the next months. The updates about the benchmarking subgroup are timely published in monthly publications (Quality Quill and the newsletter), released by DQG.

The special news is that there is a change in the DQG's corporate Identity and the Subgroup logos.

Planned Activities

The following Conferences and activities have been planned for year 2007:

- The Global Benchmarking Conference.
- The World HRD Congress.
- The Ideas. Arabia Conference.
- The Share Best Practice.
- The Emirates Business Women Award
- The Energy Award.

For further information please contact Ms. Samia al-Yousuf at:
samia@dgg.org



Estonian Association for Quality

News and Projects

- BM topic at the moment is collecting process management practices between association's members.
- We finished documents handling systems experience sharing.
- We plan to build up a simple self-assessment tool.

Conferences

- 15th international quality conference and 6th international Middle- and East-European countries quality policy conference will be held from November 30th to December 1st in Tallinn, organized by Estonian Association for Quality. For details please refer to: <http://www.eaq.ee/index.php?id=289&lang=1>

Knowledge sharing seminars organized by Association:

- Internal audits;
- Customers` complaints handling;
- Process management.

Publications

Timely Newsletter once a year.

For further information please contact Mr. Sven Heil at: sven.heil@elion.ee



Information Centre Benchmarking (ICB)

News

ICB is playing cardinal role in the countrywide initiative triggered among SMEs. Emerging hot topics in Germany are benchmarking for real estate management and PPP-projects.

Projects and Activities

- In the past few months ICB has contributed to introducing Benchmarking to SMEs from Czech Republic. During this project our wide experience in this field has been shared with these SMEs.
- Further, Benchmarking practices were effectively conveyed to SMEs in Poland during one of the Benchmarking campaigning projects.
- Very interesting and successful projects have been carried out in the field of Benchmarking of life-cycle cost management.
- Number of training sessions were conducted for SME benchmarking advisors.
- Benchmarking in Controlling
- China's Auto Industry Development Annual Summit

Publications

Several value adding papers have been published in renowned German magazines.

For further information please contact Mr. Holger Kohl at:
holger.kohl@ipk.fraunhofer.de



EIQA (Excellence Ireland Quality Association)

News and Projects

EIQA has launched two new standards this year:

- Quality of Care standard for Nursing Homes
- Quality & Hygiene standard for Leisure Centres

EIQA has expanded its Global Website Certification programme and launched a new UK Hygiene and Food Safety certification service. EIQA has also created National Employee Engagement Survey benchmarks and is rolling this product out globally through other quality associations.

The projects regarding manual production benchmarking of 2004, 2005 and 2005 certification programmes, including EFQM have been completed successfully.

BM Hot Topics

- Automating with handheld devices benchmarking for all certification programmes EIQA Offer its clients.
- Employee Engagement benchmarks.

For further information please contact Mr. Paul O'Grady at:
pogrady@eiqa.com



National Productivity and Competitiveness Council (NPCC)

News and Projects

NPCC has taken high quality efforts to address the issues related to economical productivity by the implementation of Management Capability Assessments and the development of EconProBe, an economic productivity benchmarking software for enterprises. As a continuation of the same project in June 2006, 118 companies have been assessed in the following sectors: chemicals, food and beverages, jewellery, leather products, light engineering, plastic products, ship models, other manufacturing and services. Then an individual assessment was also consolidated to present a sub-sector or sector perspective. In the near future NPCC plans to extend organisational capability assessments to additional enterprises and build a

local database of enterprise capabilities. Also, for the future NPCC intends, to extend the implementation of EconProbe software in new enterprises, and monitor sector economic productivity performance, and the publication of results.

Two live case studies in relevance with this project will be presented later in this Newsletter under the section "GBN Member- Case Study".

Publications

NPCC has published the Competitiveness foresight – Laying Foundations for a competitive future (www.npccmauritius.com/competitivenessforesight).

For further information please contact Mr. Ram Jutliah at: natpro@intnet.mu



Centre for Organisational Excellence Research

News

In October SPRING Singapore formed an agreement with BPIR.com so that over 600 organisations in Singapore have gained free access to the BPIR.com. The Business Performance Improvement Resource (BPIR.com) will assist these businesses to benchmark their performance and improve.

From December 4-6, 2006 we are hosting the "World Congress for TQM" in Wellington, New Zealand, www.worldcongressnz.com. Over 150 speakers from 30 countries will attend the congress. Above that, BPIR has been participating in many conferences in the last year in Australia, Taiwan, UAE, Bahrain, Singapore and the UK.

With a number of interesting projects at BPIR current hot topics are Lean Techniques and Business Continuity planning.

Benchmarking projects

- In the last year we completed a review and enhancement of the Australian Business Excellence Framework. This involved benchmarking how 16 countries promoted and engaged organisations in business excellence.
- We have recently begun a project in Ras Al Khaimah, United Arab Emirates, to benchmark and improve the performance of 16 government departments. This includes assessing each one of them against the EFQM Excellence Model. As part of this project we will need to identify best practices in government processes on a global scale.

Publications

- Mann, R.S. and N. Grigg (2006). A Study of National Strategies for Organisational Excellence. *Proceedings of the Multinational Alliance for the Advancement of Organisational Excellence Conference - Organisation Excellence & Quality Management*: Oxymorons, Empty

Boxes, or Important Contributions to Management Thought and Practice, January 23-25, 2006, Sydney, Australia.

- Mann, R.S. (2006). *COER News Update*, August 2006, Centre for Organisational Excellence Research, Massey University, Palmerston North, NZ
- Monthly BPIR.com newsletter and Best Practice Management Brief

For further information please contact Dr. Robin Mann at:

R.S.Mann@massey.ac.nz



Benchmarking club "Business Excellence" of ROQ (BE)

News

Basing on the licence from Japanese PPF Institute BE along with Russian Advertising and Information Agency "Standards and Quality" have issued a book of Japanese professor Dr Kobayashi "20 keys – Practical Program Of Revolution in Factories" (PPORF) and disperse them in all regions of Russian Federation with an edition of 5000 copies. "20 keys" has been selected by BE ROQ as a benchmarking tool for internal audits and benchmarking between companies. While BE has been collecting the First group of candidates to be trained for and obtain the BE Certificate for "20 keys" implementation in Russian factories.

Benchmarking projects and Activities

- BE has organized several benchmarking visits to Japanese companies Toyota, Seiko, Hino, Mitsubishi, Sekisui, Tedentsu.
- Belgium company Volvo, organized Russian delegation visit to the 50th EOQ Conference in Antwerp, Belgium;
- BE has managed to organize a presentation of Russian version of "20 keys" in Tokyo together with Dr Kobayashi and Russian Chemical Holding "EUROHIM";
- There is a plan to start a Benchmarking award project among Russian companies.
- BE is planning to start "20 keys" implementation in the Russian factory GUS HRUSTALNY glass factory.
- BE has composed a package of benchmarking visits to German companies where integrated quality management has been introduced including "20 keys": Siemens, Wilden, Grammer and many others.
- Seminars on benchmarking were organized every month. The last one was held August 25th together with Economic Board of Yaroslavl region of Russia with presentations of almost 50 general directors, among others the Chief Inspector of the Russian President Administration and other CEOs.
- BE has participated in several conferences on enterprises and factories where the subject of benchmarking was mentioned and our book BENCHMARKING has been sold.

Publications

- Plenty of articles about benchmarking were published and foreign books were translated into Russian.
- Every week BE organizes a dispatch with the news from the companies and quality organizations.

For further information please contact Mr. Yury Samoylov at:

usamoylov@mirq.ru



EKONOM-SERVIS, n.o.

EKONOM- SERVIS, n.o.**News**

EKONOM-SERVIS, n.o. approached the negotiation process with the new staff at the Ministry of Economy of the Slovak Republic after the elections and some changes in its policy. There are some new visions for some new projects for Slovak Benchmarking Information Centre.

After the delay of our main project, the analysis assessment of the EU Structural Funds – Evaluation of the efficiency and effectiveness of help by Benchmark Index method, due to the government changes in Slovakia we have a commitment by the competent sections for the support not only for the project continuance but also for another projects that are related to innovation and support of SME.

Benchmarking Projects and Activities

EKONOM-SERVIS, n.o. has finished some individual company projects, which are benchmarked periodically. We want to continue with the above mentioned project "The analysis assessment of the EU Structural Funds – Evaluation of the efficiency and effectiveness of help by Benchmark Index method". We have plans to start supporting innovation improvement with some project propositions as well as we would like to aim our support orientation also on tourism.

We will, as every year, so monitor the situation in various industry branches.

Professionals from EKONOM-SERVIS, n.o. were invited for some workshops organized by state bodies presenting the benchmarking and its advantages within our education mission. Also, we have planned to organize some workshops at the end of this year. While these times we prepare some articles and interviews about benchmarking for some newspapers.

For further information please contact Mr. Boris Cavajda at:

cavajda@e-s.sk



Swedish Institute for Quality (SIQ)

News

- We have signed up for two new quality awards in Sweden.
- Starting this year we are running a separate national quality award Healthcare.
- Starting this year as a test year, we are starting up a separate national quality award Education, with a new assessment process.
- Besides the new quality awards, process management is still a hot issue here in Sweden

Benchmarking projects

Several process management consortium studies during the past year.

Conferences

- We have as usual organized "Vinnande Ledarskap" the winners conference and "Kvalitet I Skola och Klassrum" which is a national conference for education.
- We have participated in "Kvalitetsmässan" which is a Quality Fair dedicated to the public sector.

Publications

- We have got some articles in the quality magazines
- We publish four times per year our Newsletter "Kundorienterat"

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



BCS Management Services

News

We have recently undertaken a study on behalf of an organisation majoring in 'Lean'. The report has led to an internal examination of existing offerings and there is now a move to develop a licensing package, which can be used around the world, regardless of sector. This should be available by the end of 2006.

There is a fresh interest at present in best practice visiting programmes and BCS Management Services has been approached to be part of a bid for the London Development Agency. This has moved forward to the second round.

Also the company has been approached to discuss the establishment of visiting programmes with a Quality Organisation and a Sector Group. Expertise exists within the company gained through past experience in running Inside UK Enterprise for the Government, which involved 160 host companies, over 7000 visits and a bottom line return to companies of £135M for an investment of £1M.

We are at present in discussions with several German cities concerning the use of Value Mapping with regard to various strategic objectives, which require networking and interaction between organisations. This will involve a joint venture with a pilot study in the first instance as a 'proof of concept'.

There is also interest in using Value Mapping with the 'Third Sector,' which is the UK's term for charities and social enterprises. This sector has trouble in competing for funds and so Value Mapping identifies the true value achieved by such organisations.

The Cabinet Office is monitoring a project which we have with Bristol City Council whereby funding requires organisations to use Value Mapping as part of their assessment system. Other projects are underway or in preparation with the Lottery Fund, Strathclyde Police, Welsh Meat, UNIDO etc.

BCS Management Services continues to support BPIR.com with its marketing efforts. The latest project is a pilot study with Invest Northern Ireland. Here the site will be used by advisers to inform them of latest best practice developments and also be given to the client companies who can use the site for reference when undertaking the necessary business improvement.

Interest is also being shown by various Regional Development Agencies following a marketing campaign undertaken by BCS Management Services. The Northern Ireland model is being applied now to England and we believe that such a model is applicable worldwide.

Conferences

BCS Management Services is due to present a paper on Value Mapping at the forthcoming 11th World Congress for Total Quality Management in New Zealand on 4th - 6th December, 2006.

Publications

A paper will be produced shortly for the Congress mentioned above on 'The Implementation of Areas for Improvement Using Value Mapping' This will be available as part of the conference proceedings.

For further information please contact Mr. Terry Pilcher at:
BCSMgt@aol.com



Business Format. The Best Practice Ltd.

News and Projects

In the nearest future we are going to organize the Ukrainian Benchmarking Association which deals with Ukrainian companies. The UBA will promote benchmarking as an effective process which helps companies to develop and improve their business.

We are planning to realize benchmarking projects in such areas as mineral resource industry and insurance. We just have started project deals with development of trade and office property in Kyiv. The main topics are benchmarking and marketing research of the companies, their competitive advantages and the ways of strategic development and improvement. Our partners are The International Centre of Business Education of KNEU, Kyiv National Economic University, The Institute of Economics and Forecasting, etc.

While according to trend in Ukraine, our hottest BM topics at this moment are benchmarking researching of estate property in Kyiv (competitive analysis of different types of trade enterprises) and the way of enterprises' development in the mineral resource industry.

Conferences

We are organizing the seminar "Benchmarking – the best practice for your business" In future we are planning to conduct this seminar constantly for enterprises from different economic sectors. Also, we plan to to organize and participate in different BM conferences, especially for development benchmarking in Ukraine.

Publications

We have some publications, for example:

- "From love to hate between consultant and client" by Olexiy Olexyuk – this article is about the causes of misunderstanding and ways of benchmarking of relationships between consultant and client
- "Innovation in 'consumer-marketing' system" by Alexander Shafaluk
- "Special characteristics of consumption and competition on milk and dairy market" by Alexander Shafaluk

For further information please contact Ms. Olga Shymanska at:
shimanska@icbe.com.ua

GBN Secretariat

Experience Matrix for GBN Members

| GBN Members - Contact Information (Overview) | | | | | | |
|--|----------------|-------------------------|--|---------------------------------------|--|-------------------------------------|
| No. | Country | Contact person | Institution | E-mail | Address | Website |
| 1 | Australia | Mr. Bruce Sealles | Benchmarking Partnerships | bruce@benchmarkingpartnerships.com.au | P.O. Box 2029 Acquith NSW Australia 2077 | www.benchmarkingpartnerships.com.au |
| 2 | Czech Republic | Mr. Milan Treška | Czech Society for Quality (CSQ) | treška@csq.cz | Novotného lávka 5, CZ-11668 Praha 1 | www.csq.cz |
| | | Mr. Vladimír Votapek | above | votapek@csq.cz | above | above |
| 3 | Dubai | Ms. Samia al-Yousuf | Dubai Quality Group | samia@dqg.org | 30, Emarsat Altrun Bldg Shk Zayed Road P. O. Box 9278 Dubai, UAE | www.dqg.org |
| | | Mr. Navin Kapoor | above | kapoornavin54@yahoo.com | above | above |
| | | Mr. Mohammed Al Ourashi | above | mailto:alourashi@csq.cz | above | above |
| 4 | Estonia | Mr. Sven Heil | EAQ - Estonian Association for Quality | svenh@eaq.ee | above | above |
| 5 | Germany | Mr. Holger Kohl | Informationszentrum Benchmarking | holko@izb.de | above | above |
| | | Mr. Mario Gärner | above | mailto:mario.garner@izb.de | above | above |
| 6 | Hungary | Mrs. Karolina Sugár | Hungarian Quality Development Centre for Industry and Trade (HQDC) | info@hqdc.hu | above | above |
| 7 | India | Mr. Ravinder Singh | India Benchmarking Centre - IBC | Ravinder@ibc.org | above | above |



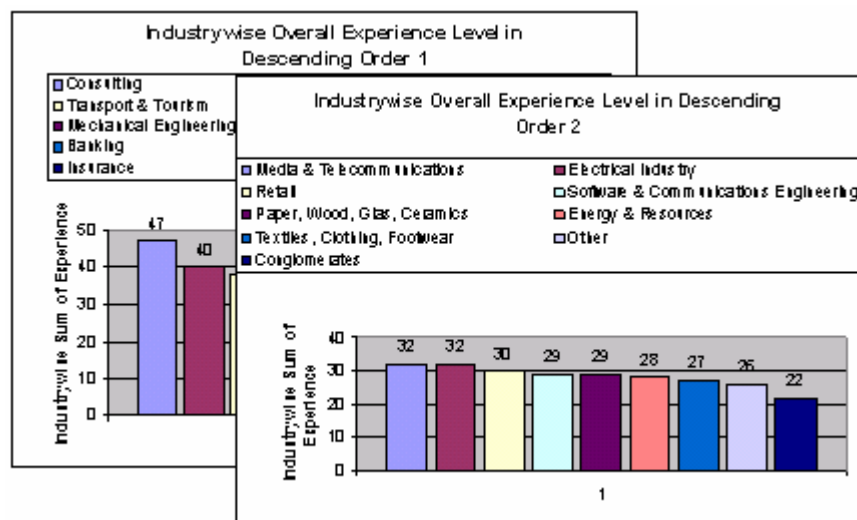
The updated GBN Members' information sheet has been uploaded to the Members area on GBN Website. This sheet collects information about all GBN members. We are confident that this effort has proved very helpful for the purpose of knowledge sharing among members. In addition to the general information about individual member organisations, this data sheet has been enhanced with the "Experience Matrix". Based on information provided by all members, this matrix represents the experience of the respective member institution within 19 industry sectors. Their own experience respective to each sector was scaled from 1 to 5 by each member organisation. To simplify the process of finding organisations according to their experience level, filters have been facilitated to each industrial sector.

Example:

After setting Filter of "Automotives and Aircraft Industry" at experience scale of 3 or higher.

| No. | Country | Institution | Automotives & Aircraft Industry | Banking | Chemical & Pharmaceutical Industry | Conglomerates | Constructio |
|-----|------------------|-------------------|---------------------------------|---------|------------------------------------|---------------|-------------|
| 3 | 1 Australia | BMP Partnerships | 4 | 3 | 3 | 5 | 4 |
| 4 | 2 Czech Republic | CSQ | 3 | 4 | 0 | 0 | 0 |
| 7 | 5 Germany | IZB | 5 | 1 | 1 | 4 | 1 |
| 8 | 6 Hungary | HQDC | 4 | 2 | 2 | 0 | 0 |
| 17 | 15 Russia | ROQ | 5 | 5 | 3 | 2 | 2 |
| 18 | 16 Slovakia | EKONOM-SERVIS | 3 | 3 | 3 | 1 | 3 |
| 20 | 18 Sweden | SIQ | 5 | 5 | 5 | 1 | 4 |
| 21 | 19 Switzerland | TECTEM | 5 | 2 | 5 | 2 | 2 |
| 24 | 22 U.K. | BCS Mgt. Services | 3 | 2 | 3 | 0 | 5 |

We sincerely hope that this matrix will promote the sharing experience within the GBN. The complete information sheet and matrix can be found in the Members Area (GBN Website). Further this matrix has been summarized in the form of graphs, presenting total experience in each industrial sector.



For further information or questions please contact Ronald Orth at: ronald.orth@ipk.fraunhofer.de

ECUANET News for GBN Members



The EC Leonardo Da Vinci ECUANET Project - www.ecuanet.info - is pleased to report growing interest by leading edge GBN Members in this project. Northern Ireland, Dubai and Hungary GBN locations are leading the field recognising that new management platforms of development are essential in a global business environment where the sun never sets on competition.

The ECUANET project coordinator Richard Dealtry has also been pleased to welcome Terry Pilcher, GBN member of BCS Management Services, as an EC Expert Reviewer to the project. Terry's wide experience with such projects will help to guide the project in its aims to establish international best practices in the Design and Management of Corporate Universities and Enterprise Academies.

In January 2007 the ECUANET Project will hold a major conference in Westminster, London, sponsored by a national skills development forum in the UK. Attendance will be by invitation only and people who have important experience in this field should contact the ECUANET Project Coordinator to express their interest in attending - contact Richard Dealtry.

With regard to the ECUANET project progress itself the following summarises the main events and activities going ahead:

ECUANET Project - Resource Development Status at June 2006:

The ECUANET project is now gathering considerable momentum with growing transnational networking around the concept and practice in successful corporate university and academy best practice. Please refer below for an update on the rapidly expanding top management resources that are now available at www.ecuanet.info.

- International profile of corporate universities and academies:
A database of worldwide corporate university and academy activities
- Corporate Learning University Blueprint Profiler:
The real-time web browser based action research toolkit for the ECUANET project is now in action. The Blueprint Profiler explicates 120 factors of best practice in case research, provides a supporting network of standards exchange across entities and a forum for ideas and knowledge exchange. The Profiler Process has been extended to engage with all exogenous policy factors including Corporate Social Responsibility and related issues around social dialogue, sustainability, equal opportunities and in the provision of access to knowledge and quality learning
- International literature research:
Articles, journal information and bibliographic lists providing background reading on the subject of the corporate university and academy management

- Member States market reports:
Information on strengths and weaknesses of corporate university and academy practice in a number of countries
- Competency in action research:
Background information on action research concepts, processes and procedures that are shaping the leading edge research and analysis process
- Database of best practice:
The case research carried out by companies using the Blueprint Profiler will be summarised into Best Practice Reports
- ECUANET administration:
The project website also contains the project management system, documents and resources such as minutes of meetings, partner directories, and calendar of events, notices, news and announcements.

For further information or to apply to join and become an ECUANET Partner Organisation please contact **Prof. Richard Dealtry** at:
prof.dealtry@dial.pipex.com



Interview with Prof. Richard Dealtry on the ECUANET Project in "Management Information" (April 2006).

Available at
<http://www.globalbenchmarking.org/News>



GBN Member – Case Study



National Productivity and Competitiveness Council (NPCC)

More than ever before, managers need accurate information on how they are performing compared to good organisational practices. Such information also needs to be supplemented by the financial perspective. Is the organisation generating an acceptable contribution to the bottom-line? If an organisation is indeed economically productive, what types of projects would help to further reduce non-value adding activity, increase value added and achieve higher economic productivity benchmarks?

Then NPCC decided to address these issues by the implementation of Management Capability Assessments and the development of EconProBe, an economic productivity benchmarking software for enterprises. The following two case studies are the results of this very valuable effort towards identifying best practices.

Case Study 1: Management capability assessments

The Capability Assessment is underpinned by a simple organisational model based on a generic business lifecycle. The purpose of organisational Capability Assessment (CA), is the identification of problem areas (risks, gaps, critical areas for survival). It also provides a vector for growth in capability.

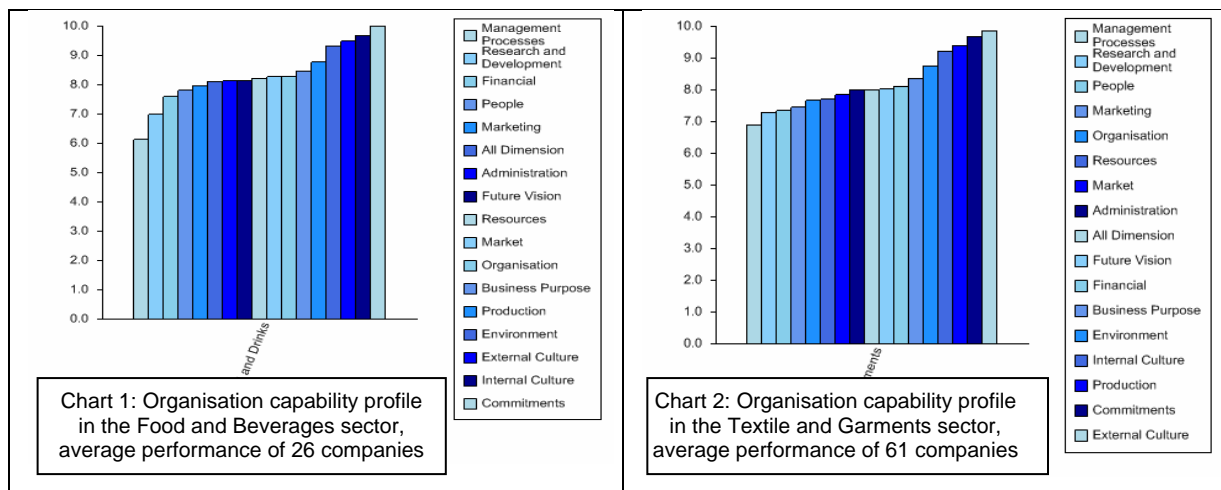
The assessment model implemented by NPCC is based on the following broad criteria:

1. Business components [purpose, market, people, resources, commitments, technology, environment, organisation]
2. Business processes [future vision, marketing, production, management processes, financial, administration, R&D]
3. Culture [external, internal]
4. Metrics

A memorandum of understanding was signed between Enterprise Mauritius and NPCC for enterprise assessment. Firms contacting Enterprise Mauritius for support undergo an organisational capability assessment by NPCC. Individual enterprise reports provide the basis for tailor-made interventions at enterprise level. In June 2006, 118 companies have been assessed in the following sectors: chemicals, food and beverages, jewellery, leather products, light engineering, plastic products, ship models, other manufacturing and services. Individual assessments may also be consolidated to present a sub-sector or sector perspective. Hence actions and services may be proposed to address individual enterprises needs, and eventually groups of enterprises.

The charts below provide an overview of the organisational capabilities of two sectors, the food and beverages, and textile and garments. A score of

10 in each dimension indicates that on average, the sub-sector has the basis organisational systems in place to properly manage the risks in the specific dimension.



The above charts represent the group perspective for a group of 26 companies in food and beverages, and 61 enterprises in textile and garments. The assessments reveal that in both sectors, management processes, research and development and people management are key areas where competencies of enterprises may be lacking to assist enterprises enhance their performance. Marketing also emerges as one of the top five critical areas to be addressed in both categories of firms.

Case Study 2: Economic Productivity Benchmarking

In year 2002-2004 NPCC was involved in providing assistance to the national committee addressing productivity and competitiveness issues in the textile and garments sector. The enterprise assessments, visits and clinics conducted for 57 companies proved the usefulness of economic productivity measurement and benchmarking for enterprise and policy levels for the textile and garment sector.

Economic Productivity is the bottom line in productivity enhancement. Efforts in enterprise performance enhancement should ultimately be reflected in its economic productivity performance. Simply put, economic productivity is the monetary value achieved as "Output" and "Added Value" by a firm, sector, or industry for all resources involved in the conversion process.

Economic productivity may also be measured for each individual factor involved in the production process. The table below compares economic productivity of wages in Mauritius to the traditional labour productivity index computed using the Total Factor Productivity model.

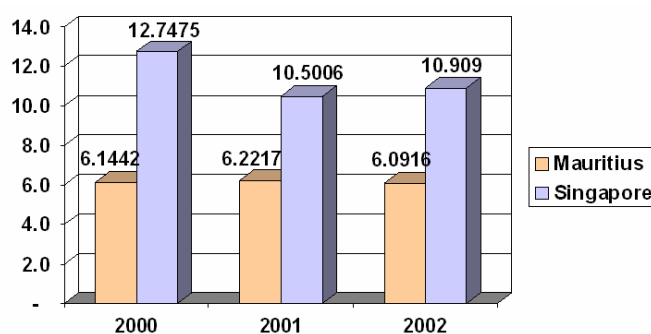
Table 1: Labour Productivity and Economic Productivity of Wages in Mauritius, 2001-2004

| | 2001 | 2002 | 2003 | 2004 |
|---|---------|---------|---------|---------|
| GDP at Market Prices (MRU. Million) | 132,218 | 142,319 | 157,674 | 174,900 |
| 1.0 Computation of labour productivity (TFP method) | | | | |
| 1.1 Labour Force (No.) | 529,000 | 531,200 | 540,900 | 549,600 |
| 1.2 Labour Force Productivity (GDP/Labour Force) (MRU. Million) | 0.2499 | 0.2679 | 0.2915 | 0.3182 |
| 1.3 Index (Index of Labour productivity) | 100 | 107 | 117 | 127 |
| 2.0 Computation of economic productivity of wages | | | | |
| 2.1 Compensation of Employees (MRU. Million) | 49,313 | 52,985 | 58,346 | 63,885 |
| 2.2 Economic Productivity (i.e. GDP in rupees per rupee of compensation of employees) | 2.6812 | 2.6860 | 2.7024 | 2.7377 |
| 2.3 Index (Index of Wage productivity) | 100 | 100.18 | 100.79 | 102.11 |

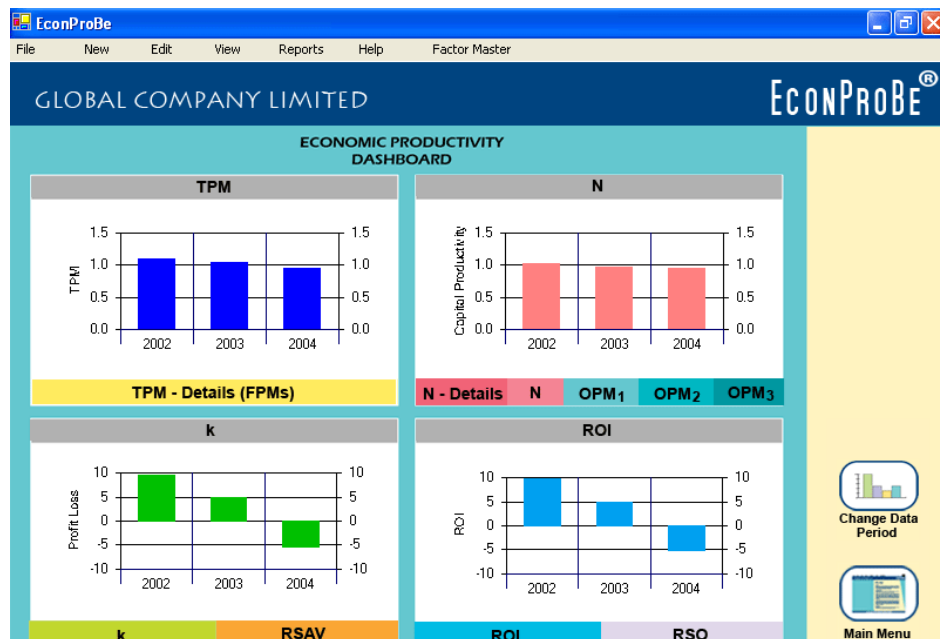
Source: Computed based on Central Statistical Office data

An important discrepancy is observed in the two measures of productivity (1.3 and 2.3) in the above table. Economic productivity is more relevant to enterprises as it compares the value of output (or value added) to the cost of generating them. The above data indicates that wage productivity has been stagnating in past four years – an important concern for a country that is aiming at enhancing growth.

Figure 1: Economic Productivity of Wages in manufacturing sector Benchmarking Mauritius and Singapore, 2000-2001



A comparison of economic productivity measures for wages in the manufacturing sector of Singapore and Mauritius indicates that wage productivity in Singapore was twice that of Mauritius. From 2000 to 2002, although this measure has been falling in Singapore (from 12.7475 to 10.909), it was still significantly higher than for Mauritius in 2002 (6.0916). Addressing productivity issues at the level of enterprises is hence essential.

Figure 2: Economic Productivity Dashboard


Source: EconProBe, NPCC

Total Productivity Measure (TPM), Capital Productivity (N), Profitability (K), Returns of Investment (ROI), System Output (RSO), System Value Added (RSAV), OPMs (various measures of value added), Factor Productivity Measures (FPMs)

In 2005, the NPCC sought the assistance of the Commonwealth Secretariat to develop a software that benchmarks enterprise competitiveness. The objective was to come up with a software that facilitates the measurement of enterprise economic productivity on a regular basis (daily, weekly, monthly, quarterly, semester or annual) and fact-based decision-making. Following approx. six months of development and interactions with enterprises the software is now available for enterprises. This tool (EconProBe) helps enterprises in:

- Productivity based Financial Budgeting, Monitoring and Control
- Economic Productivity Benchmarking
- Linking Economic Productivity with Profit / Loss and Return on Investment (ROI)
- Economic Productivity Simulation for evaluating various Scenarios of Corporate economic outcomes
- Enhancing the Quality of Management with the benefit of "Knowledge Management"

The EconProBe's Economic Productivity Dashboard provides a graphical representation of various output, value added, profitability and economic productivity measures. Enterprises have a choice of period selection for display and may choose between indicators to view and compare, on the same screen. It hence facilitates close monitoring of enterprise performance on a monthly, quarterly, half-yearly and annual basis.

Twelve companies implemented the economic productivity measurement and benchmarking software on a pilot basis. These companies were selected from a variety of sectors, namely garment manufacturing, manufacture of plastic products, biscuit manufacturing, printing and publishing, and Jewellery.

The EconProBe software was launched in an event scheduled on April 7th, 2006, by Hon R. K. Sithanen, Deputy Prime Minister and Minister of Finance and Economic Development, in the presence of Mr George Saibel Director of the Special Advisory Services Division of the Commonwealth Secretariat.

For more information kindly contact the NPCC, on natpro@intnet.mu

GBN Contact Details



Dr Robin Mann
GBN Chairman
Centre for Organisational Excellence Research,
Institute of Technology and Engineering
Massey University
Palmerston North
New Zealand
Phone: +64 6350 5445
Fax: +64 6350 5604
E-Mail: R.S.Mann@massey.ac.nz



Ronald Orth
GBN Secretariat
c/o Informationszentrum Benchmarking
at Fraunhofer IPK
Pascalstr. 8-9
10587 Berlin
Germany
Phone: +49 03 39006 -171
Fax: +49 03 393 25 03
E-Mail: ronald.orth@ipk.fraunhofer.de



The GBN comprises benchmarking centres in the following countries:
Australia, Czech Republic, Dubai, Estonia, Germany, Hungary, India, Ireland, Italy, Malaysia, Mauritius, Moldavia, New Zealand, Poland, Russia, Slovak Republic, Sweden, Switzerland, Taiwan, UK, Ukraine and USA.

New Affiliates - which are the leading benchmarking centre in that country - are welcome and should contact the GBN Secretary for affiliation details.