

Dear GBN Members

Today we present the seventh issue of the GBNewsletter.

We are very happy to welcome the **National Quality Institute** from **Canada** as a **new member** in our Benchmarking Community and thank you for providing us with background information regarding your professional careers and activities.

This GBNewsletter contains a short overview on upcoming benchmarking **conferences** and the agenda of our **AGM** (which will be held in conjunction with the 2nd International Best Practice Conference in **Dubai**). Next to a short review on the last AGM in Moscow, we have dedicated a section to introducing our new members from Canada.

We would further like to announce that our Australian member **Benchmarking Partnerships** has been granted **seed funding by the GBN** for their project that involves an **International Best Practice Roadshow**.

Following our last issue, we present a **case study** that deals with the **sustainability of benchmarking networks**. We would like to thank the authors for consenting on publishing the paper in this GBNewsletter and making it available through our website.

As for our **GBN website**, we have uploaded **new content**, e.g. the most recent contact details, a benchmarking glossary as well as our Code of Conduct, and included an additional part with information on the Business Performance Improvement Resource (BPIR) database.

We thank all persons who have contributed to this seventh issue of the GBNewsletter by providing valuable contributions. As always, your feedback is very much appreciated.

Enjoy reading and happy benchmarking!



Robin Mann
GBN Chairman



Ronald Orth
GBN Secretariat

Conferences and Events



ECUANET Brussels Conference September 5th, 2007 Brussels, Belgium

Transnational Conference Title: "From LEARNING TO EARNING" – Managing the dynamics of lifelong learning and talent development

This conference will held in the West Midlands European Centre. There is only a limited amount of delegate places available. For further information and detailed agenda please contact Richard Dealtry.

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12th World Congress for Total Quality Management September 27th – 28th, 2007 Edinburgh, Scotland

This Quality Congress, the first time in Scotland, will provide attendees with leading edge insights, practical skills and knowledge on what it takes to become a successful organisation in today's competitive business world. The Congress is a unique opportunity to network, share insights and to develop communities of practice with leading scholars, academics, researchers, practitioners, business leaders, consultants and peers at the forefront at leading on quality worldwide.

Online registration

<http://www.tqmworldcongress.com>



EFQM Forum 2007 – Building High Performance Organisations in Europe, October 1st – 3rd, 2007 Athens, Greece

The EFQM Forum will provide a problem-solving format that will query top leaders today to find out their perspectives on how to achieve the high performing organisation of the future. It is time to turn our introspection into outward thinking.

Online registration

<http://www.efqm.org>



EIQA National Awards, October 11th, 2007 Dublin, Ireland

EIQA host the widely acclaimed National Quality and Excellence Awards gala event each year reaching an audience of over 1000 business professionals within Ireland and abroad. This prestigious event has been running for four years and has grown from strength to strength in terms of recognition and growth in the corporate sector.

EIQA

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23rd Canada Awards for Excellence & Performance Excellence Summit 2007, October 24th, 2007 Toronto, Canada

- Dynamic Speakers
- Informative break-out Sessions
- Gain knowledge of latest quality news and tools

The Summit will feature a full day of information sharing, case studies and opportunities for discussion and debate on quality and healthy workplace initiatives. The Summit will culminate in the presentation of the Canada Awards for Excellence at a Gala Dinner.

Online registration

<http://www.nqi.ca>



3rd St. Galler Benchmarking Congress, October 25th, 2007 Zurich, Switzerland

How do I effectively apply the benchmarking method? What the strengths and weaknesses? What results can be achieved and how can I implement them? Get the answer to these and many more questions around the benchmarking method at the 3rd St. Galler Benchmarking Congress. IMPORTANT! Congress-language is German. For further information please visit the [TECTEM](http://www.tectem.ch) website or contact:

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16th Annual General Meeting and 2nd International Best Practice Conference, Dubai 2007



16th Annual General Meeting of the Global Benchmarking Network, December 3rd and 4th, 2007, Dubai, United Arab Emirates



The Agenda for the 16th Annual General Meeting will be issued by the end of August. If you have any topics or presentations that you would like to give at this meeting please inform **Dr Robin Mann** by the **20 August**. This AGM will build on the success of the 15th AGM which was one of the most constructive to date. For full details and minutes of the 15th AGM refer to the GBN website: www.globalbenchmarking.org.

GBN's 2nd International Benchmarking Conference: Destination Business Excellence December 5th and 6th, 2007, Dubai, United Arab Emirates

With the Global Benchmarking Network conducting its 16th Annual General Meeting on 3rd and 4th December in Dubai courtesy of the Dubai Quality Group, we at Dubai Quality Group and Global Benchmarking Network take immense pride in bringing the **2nd International Benchmarking Conference to Dubai on the 5th and 6th December, 2007.**

This conference, which brings together various leading organizations and business professionals from around the globe, will prove an excellent platform for sharing and exchanging views, ideas, experiences and techniques involved in attaining higher performance levels in organizational operations. Visit www.bestpracticeconference.com for more information.

GBN Members: Please promote the conference in your country. Last year we came to a new arrangement whereby the hosts pay the GBN for the privilege of hosting the conference (in this case 10,000 Euros) and also the GBN obtains 20% of the conference profits. **Therefore it is in all our interests to promote the conference as we will all benefit from its success.**

Also, if you would like to present at the conference please inform Dr Robin Mann, r.s.mann@massey.ac.nz, by the 20 August 2007. All GBN presenters can attend the conference and Gala dinner for free and will be given up to two free nights accommodation. Others will need to pay a small fee to cover the cost of conference related dinners and activities provided by the DQG and pay for their own accommodation. Presentations need to be practical and assist the delegates in applying benchmarking methods or provide examples of best practices. Information on presenting a paper is shown on the conference website.

Review: 15th Annual General Meeting, Moscow 2006



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

To begin with, we would like to thank the Russian Benchmarking Club of the Russian Organization for Quality for hosting the 15th AGM. Below we have summarized some key points. Please visit the Members Area at the GBN Website or refer to the AGM Minutes for further details.

- All participants unanimously agreed on a formal procedure for the budgeting and admission procedure for internal projects of the GBN:
 - Proposal submission dates will be February, 15th and July, 1st in every given year.
 - The admission of the proposed project depends on an evaluation through the GBN Board.
 - An application form will be uploaded to the Member Area at the GBN Website.
- Two groups were formed to elaborate different questions and issues. The first group outlined
 - Tasks and organizational aspects of the AGM 2007 in Dubai
 - Requirements and categories for Benchmarking Awards by the GBN
 - Possible initiation on an International Benchmarking Journal
- Group two focused on evolving ideas for international benchmarking projects supported by the GBN and worked on the following topics
 - Benchmarking Survey that reflect customer needs and state of benchmarking in member countries
 - Publishing a GBN Book with case studies, methodologies, surveys, etc.
 - Global Roadshow to introduce national Best Practices to other countries
 - International Consortium on Benchmarking Studies to further promote Best Practices

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Impressions from the 15th AGM and 1st International Benchmarking Conference, November, 2006, Moscow

15th AGM: 7th and 8th November

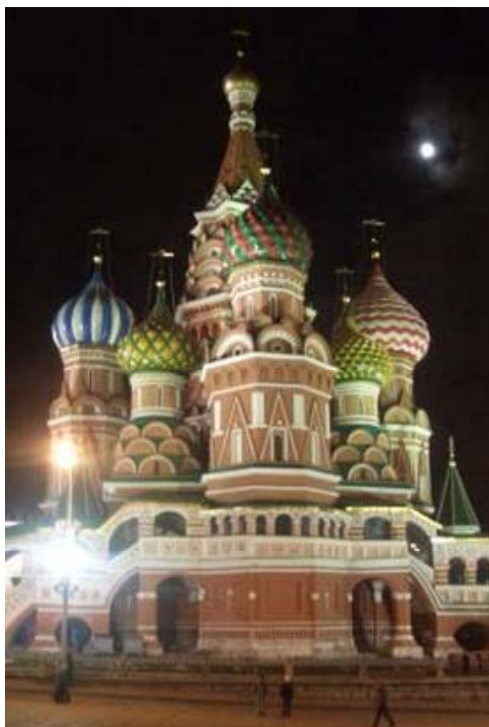


From left to right: Holger Kohl (Germany), Boris Cavajda (Slovakia), Mohammed Al Quraishi (Dubai), Fulvia D'Ippolito (Italy), Milan Trcka (Czech Republic), Navin Kapoor (Dubai), Olga Zamiatina (Russia), Robin Mann (New Zealand), Yury Samoylov (Russia), Ronald Orth (Germany), Bruce Searles (Australia)



1st International Benchmarking Conference: 8th and 9th November

Opening Ceremony of the Conference – including the Keynote Speech by Dr. Robin Mann (GBN Chairman)



Presentation of the Benchmark-Index and the Fraunhofer Benchmarking Approach by Dr. Holger Kohl (left).



GBN Membership

New GBN Member



Canada

The National Quality Institute (NQI) is an independent, not-for-profit organization, committed to advancing organizational excellence in Canada.



Founded in 1992 by Industry Canada, the vision was to create a uniquely Canadian model for excellence: one that would enable Canadian organizations to adopt a quality framework and a healthy workplace. NQI provides organizational leaders with strategic business frameworks, services, and tools that support ongoing performance improvement in quality and *Healthy Workplace* environments, using NQI's innovative Roadmap to Excellence.

The Roadmap guides Canadian organizations through leadership participation, base-line reviews, related training, and organizational certification. The four levels of NQI's Progressive Excellence Program (NQI PEP®) certification leads to eligibility for the Canada Awards for Excellence (CAE).

The contact details for the NQI are:

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and

Dr. Bruce Nilsson

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Biography Allan Ebedes



Allan immigrated to Canada from Johannesburg, South Africa in 1973. He earned an MBA degree from the University of Toronto, and qualified as a Chartered Accountant while articling with Coopers & Lybrand, Chartered Accountants. However, accounting did not fulfil Allan's entrepreneurial spirit and he became a partner in Stuarts Furniture & Appliances, a small furniture and appliance chain, which grew significantly and was subsequently sold to The Brick.

In 1979 Allan started the Toronto School of Business, a career college. Under the banner of International Business Schools, the company grew to become

the largest chain of private career colleges in Canada, with 50 locations coast-to-coast training more than 10,000 adult students per year for new and exciting careers. Ten years later, Allan took the company public on the NASDAQ stock exchange. Under his leadership, International Business Schools trained over a quarter of a million adult students.

Allan is also the founder and CEO of Management Mentors International Inc. (MMI), a corporate training and development organization that is dedicated to "helping managers build better businesses and better lives". Allan serves on the faculty of York University and the Schulich School of Business, and is a Director of the Rotman School of Management MBA IMC program. He is listed in Who's Who in American Education and is a member of the World Presidents' Organization. In August 2005, Allan was appointed President & CEO of the National Quality Institute and the Canada Awards for Excellence.

Allan is passionate about people and is dedicated to helping them achieve their full potential and committing organizations to strive for excellence.

Biography Dr. Bruce Nilsson



Bruce Nilsson is an experienced training and development specialist who has held senior-level positions in a number of large Canadian organizations. He has over 18 years of multi-industry experience including retail, postsecondary education, and consulting. He has helped organizations to design strategic plans for the training function, and to implement large-scale training initiatives using consultative change-management strategies.

Bruce has designed and taught full-semester courses for McMaster University and Sheridan College in business management, leadership, and addictions. As an experienced instructional designer, he has also designed and delivered over 60 corporate seminars on such topics as quality management & continuous improvement, train-the-trainer, pollution prevention, communication skills, and project management.

During the 1990's, while operating his own consulting business in training and development, Bruce went back to grad school part-time at the University of Toronto, and completed his Masters degree in instructional design, followed by his Doctorate in adult education and organizational learning. He also holds the Certified Training & Development Practitioner (CTDP) designation from the Canadian Society for Training & Development.

Further Changes



Estonia

Unfortunately we must confirm that the Estonian Association for Quality has left the GBN.

GBN Secretariat

New GBN Project

As part of the new process for encouraging GBN projects seed funding for **"Benchmarking Partnerships"** from **Australia** has been provided for a project based on achievement of certain milestones (as agreed at the 15th AGM). The project involves conducting an **International Best Practice Roadshow**.

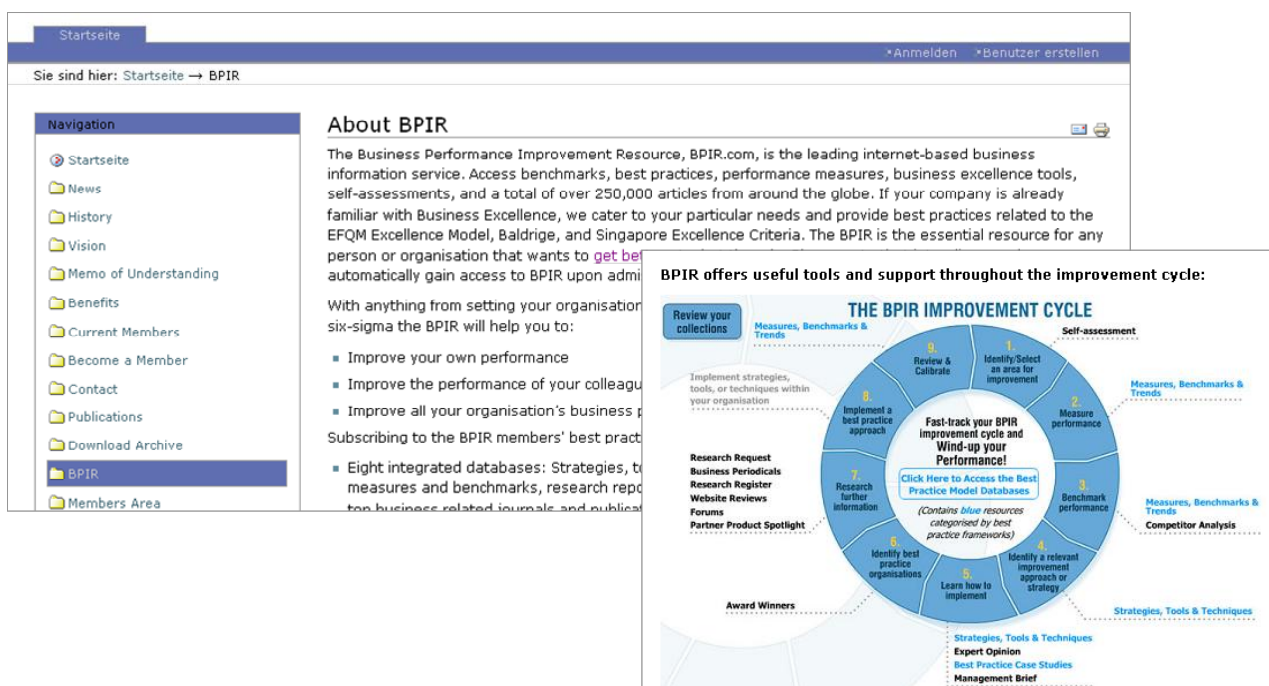
For further detail please contact **Mr. Bruce Searles** from Benchmarking Partnerships at bruce@benchmarkingpartnerships.com.au

GBN Website

New Folder

We have added a new folder containing information about the Business Performance Improvement System (BPIR). BPIR.com is the leading internet-based business information service. It provides access to benchmarks, best practices, performance measures, business excellence tools, self-assessments, and a total of over 250,000 articles from around the globe. If your company is already familiar with Business Excellence, BPIR caters to your particular needs and provides best practices related to the EFQM Excellence Model, Baldrige, and Singapore Excellence Criteria. The BPIR is the essential resource for any person or organisation that wants to get better at what they do.

Please note that intending members automatically gain access to BPIR upon admission to the GBN.



The screenshot shows the BPIR website interface. The top navigation bar includes 'Startseite', 'Anmelden', and 'Benutzer erstellen'. Below the navigation bar, the breadcrumb trail reads 'Sie sind hier: Startseite → BPIR'. The left sidebar contains a 'Navigation' menu with links to 'Startseite', 'News', 'History', 'Vision', 'Memo of Understanding', 'Benefits', 'Current Members', 'Become a Member', 'Contact', 'Publications', 'Download Archive', 'BPIR', and 'Members Area'. The main content area is titled 'About BPIR' and describes the service as a leading internet-based business information service. It lists various resources available, including benchmarks, best practices, performance measures, and self-assessments. A list of benefits is provided, such as improving performance, accessing best practices, and gaining access to research reports. A central diagram titled 'THE BPIR IMPROVEMENT CYCLE' illustrates a 10-step process for continuous improvement, starting with 'Self-assessment' and ending with 'Award Winners'. The cycle includes steps like 'Review your collections', 'Implement a best practice approach', 'Research further information', 'Identify best practice organisations', 'Learn how to implement', 'Identify a relevant improvement approach or strategy', 'Benchmark performance', 'Measure performance', and 'Review & Calibrate'. The diagram also highlights various support resources like 'Research Request', 'Business Periodicals', 'Research Register', 'Website Reviews', 'Forums', 'Partner Product Spotlight', 'Award Winners', 'Strategies, Tools & Techniques', 'Expert Opinion', 'Best Practice Case Studies', and 'Management Brief'.

Download Archive

The download section has been enriched by the updated Benchmarking Code of Conduct which is freely available for download now. In addition, we have uploaded the full article to the case study on sustainability of benchmarking networks by Robin Mann and Dotun Adebajo. For a short version of the case study please check out the next section of this GBNewsletter.

Internal Area

The restricted section of the GBN website now features the following:

- **Application form for internal GBN projects:** In case that you consider applying for GBN funding, please seek precise guidelines in the internal area and use the templates preparation tool that were designed for this particular purpose.
- **GBN marketing material**, e.g. the GBN logo and GBN presentations, as well as a checklist for the AGM preparation are ready for download now.
- Other than that, all **contact data** have been updated and were supplemented with additional details for the experience matrix by some members.
- Last but not least, the latest version of the **Benchmarking Glossary** has been included in the internal area. This document is still open for further input from all members.

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GBN Member – Case Study

Sustainability of benchmarking networks: a case-based analysis

Dotun Adebanjo

The University of Liverpool Management School, Liverpool UK

Robin Mann

Centre for Organisational Excellence Research, Massey University, New Zealand

Introduction

Indications are that the use of benchmarking worldwide continues to grow since Robert Camp wrote the first book on benchmarking in 1989 (Camp, 1989). Support for this comes from The Benchmarking Exchange (2006) which has been monitoring Google search hits on benchmarking over many years, the growth from year to year in membership of the Global Benchmarking Network which now has representatives from over 20 countries (GBN, 2006), the growth in the number of countries that have a business excellence award to more than 70 (Miguel, 2004) (the growth in business excellence is likely to be correlated to the growth in benchmarking as a central part of business excellence is benchmarking with as much as 50% of the points associated with these models attributed to benchmarking) and the continuing popularity of benchmarking within the academic community (Longbottom (2000) found that there were more than 460 papers on benchmarking).

Studies place UK company involvement in benchmarking at 78% (Coopers and Lybrand, 1995), 85% (CBI, 1997), and 60% (Zairi and Ahmed, 1999), and a European study in 1994 suggested that 88% of companies were involved in benchmarking (Voss et al, 1997). In the US a similar level of involvement was recorded by Bain & Company's 2003 international management tools survey (of which 60% of respondents were US), it indicated that 73% of organisations used benchmarking (Rigby and Bilodeau, 2005),

Whilst benchmarking use has grown the author's experience suggests that most organisations are using "performance benchmarking" rather than "best practice benchmarking". Best practice benchmarking is considered by many practitioners as the most powerful and beneficial type of benchmarking. The authors' opinion is supported by surveys findings from Hinton (2000) and The Benchmarking Exchange (2001) and a comprehensive study in NZ (MED, 2002) which indicated that 48% of companies were undertaking performance benchmarking and only 2% best practice benchmarking. This finding may not be a major surprise when one considers that best practice benchmarking requires far more resource and support than performance benchmarking. Performance benchmarking involves comparing the performance levels of organisations for a specific process or activity. Best practice benchmarking involves going a stage further and studying the practices of those organisations that are higher performers and adapting their "better "practices" to

another organisation. Best practice benchmarking includes the whole process of identifying, capturing, analysing, and implementing best practices.

The difficulty of best practice benchmarking has long been alluded to by benchmarking practitioners and researchers. Codling (1992) stated that the ability to undertake best practice or process benchmarking pre-supposes that an organisation can identify a suitable benchmarking partner and that they will be willing to share their performance levels and practices. Longbottom (2000) concluded, on the basis of an extensive study, that the number and depth of best practice benchmarking projects were disappointing. The same study found that organisations had difficulty in identifying and negotiating suitable benchmarking partners. Hinton et al. (2000) also came to the same conclusion but went on to identify staff resistance and confidentiality as further reasons for the weak state of best practice benchmarking.

Benchmarking 'networks' and 'exchanges' have evolved, in part, to address the difficulties associated with best practice benchmarking. However, only 12 per cent of respondents in Longbottom's (2000) study had been involved in a formal benchmarking group. Andersen and Camp (1995) noted that virtual networks were also used infrequently in a survey of a sample that claimed a 75 per cent involvement in formal benchmarking programmes.

This paper examines the contribution that formal benchmarking groups can make and identifies the factors that underpin the success of such groups. Furthermore, the challenges faced in managing such groups are identified. The findings are based on the study of three such groups in the UK and New Zealand. In each case the authors were involved in establishing, managing or membership of the case study groups.

Full text version of this article is available at
http://www.globalbenchmarking.org/download_archive

GBN Contact Details



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The GBN comprises benchmarking centres in the following countries:

Australia, Canada, Czech Republic, Dubai, 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.