

## Dear GBN Members

We are pleased to present you the eight issue of the GBNewsletter.

This GBNewsletter contains a brief overview on upcoming conferences and events in the field of benchmarking, business excellence and quality management.

Central topics of this issue are the forthcoming Annual General Meeting, the 2<sup>nd</sup> GBN International Benchmarking Conference as well as actual reports from the members of our community.

The 16<sup>th</sup> Annual General Meeting is scheduled for December 3<sup>rd</sup> and 4<sup>th</sup>, 2007. The meeting is to be held in Dubai and will be linked to the 2<sup>nd</sup> International Benchmarking Conference that takes place December 5<sup>th</sup> and 6<sup>th</sup>, 2007 in Dubai as well. This conference brings together various leading organizations and business professionals from all over the world. The event will provide several opportunities for sharing ideas, techniques and experiences for improving performance levels in organizational operations.

In order to foster the contact and knowledge exchange please read the reports from our international members regarding their activities. We sincerely hope that this issue of our newsletter gives you an outline of the member's different recent and actual activities.

We thank all persons who have contributed to this seventh issue of the GBNewsletter. As always, your feedback is desired and appreciated.

Enjoy reading and happy benchmarking!



Robin Mann  
GBN Chairman



Ronald Orth  
GBN Secretary

## Conferences and Events



### **15th Quality Summit November 1 – 2, 2007, Institute of Quality Banglaore, India**

Leaders from India's leading manufacturing, service and NGOs sector will come together for one of the CII's flagship event – the Quality Summit. The theme this time will be "People to Profit: Driving Performance through Organisational Excellence". This theme is derived from CII's National theme – "Building People. Building India".

More information on

<http://www.gsia.in/2007/10/15th-quality-summit-people-to-profit.htm>



### **European Quality Week 2007 November 5 – 11, 2007, Bruxelles, Belgium**

European Quality Week is an annual focus for campaigns of public awareness, promotion and demonstration of the advantages and importance of quality to competitiveness across Europe. It takes place in November during the week that includes the second Thursday of the month - World Quality Day. Slogan : 'Q in Europe: 'Innovation and Care'

#### **Contact and further information:**

[bjouslin@compuserve.com](mailto:bjouslin@compuserve.com) or [sylviehendrick@compuserve.com](mailto:sylviehendrick@compuserve.com)  
<http://www.eoq.org/EuropeanQualityWeek.html>



### **Pakistan's 11th International Convention on Quality Improvement November 26 – 27, 2007, Karachi, Pakistan**

It will explore, analyze and synthesize the methodologies and strategies that will enhance the Quality of the Service Sectors, including but not limited to hospitals, hotels, education and training, aviation, transportation, banking, government, telecom, utilities, software, defence, retail and distribution, marketing, etc.

#### **Contact and further information:**

[ilyas@piqc.com.pk](mailto:ilyas@piqc.com.pk)  
[www.piqc.com.pk](http://www.piqc.com.pk) and [www.jsqc.org/en/inf/061221.pdf](http://www.jsqc.org/en/inf/061221.pdf)



## **The European Market Place on CSR 2007 November 29, 2007, Brussels, Belgium**

At the Market Place, Corporate Social Responsibility (CSR) practitioners from across Europe gather together to share innovative solutions to today's business challenges. This year, more than 80 new CSR solutions will be shared among 500 company representatives, European policy makers and other stakeholders. In the 16 CSR Laboratory Sessions participants will have the opportunity to co-invent ideas and co-build joint projects.

### **Contact and further information:**

Annick Loise ([al@csreurope.org](mailto:al@csreurope.org))  
<http://www.csreurope.org/ourevents/marketplace2007>



## **2<sup>nd</sup> International Best Practice Conference December 3 – 4, 2007, Dubai, United Arab Emirates**

Organisations face fast-paced technological, economic, regulatory, environmental, demographic, and cultural changes that daily influence their ability to remain relevant and viable. Benchmarking is arguably the most effective tool to use to be a leader within this changing business environment. Through the conference's focus on benchmarking we are confident that attendees will obtain ideas and best practices that, if implemented, will lead to "Destination: Business Excellence".

### **Contact and further information:**

[ask@bestpracticeconference.com](mailto:ask@bestpracticeconference.com)  
<http://www.bestpracticeconference.com>  
<http://www.globalbenchmarking.org>.



## **7<sup>th</sup> international conference of the central and east European countries, December 5 – 8, 2007, Romania**

National quality programmes and national quality award – the way to a better life.

### **Contact and further information:**

Liliana Nitu ([arc@quality.ro](mailto:arc@quality.ro))  
<http://www.quality.ro/>

## Lean Six Sigma & Process Improvement Summit 2008



### Lean Six Sigma & Process Improvement Summit January 28 - 31, 2008, Orlando, USA

Formerly known as the Six Sigma Summit. Many Organizations that have advanced their deployment, to overcome the constant lack of acceptance and understanding from other functional departments, are living proof this will lead to further increased margins within other organization.

#### Contact and further information:

[info@iqpc.com](mailto:info@iqpc.com)

<http://www.sixsigmaawards.com/cgi-bin/templates/singlecell.html?topic=241&event=14237>



### 8th Annual Lean Six Sigma Healthcare Summit January 29 - February 1, 2008, Orlando, USA

The **Six Sigma IQ Excellence Awards** have been established to honour, recognise and promote Six Sigma projects that demonstrate true best practices and to expand and increase the uptake of Six Sigma methodology globally.

#### Contact and further information:

[info@iqpc.com](mailto:info@iqpc.com)

<http://www.iqpc.com/cgi-bin/templates/singlecell.html?topic=241&event=14491>



### Six Sigma Conference 2008 February 11 – 12, 2008, Phoenix-Arizona, USA

Last year, nearly 400 Six Sigma professionals attended this premier conference. The aim is to learn from proven applications and real results in in-depth learning sessions, to leverage new ideas and technologies from conference exhibitors and sponsors and to enjoy networking opportunities scheduled throughout the conference within a variety of markets, levels of expertise and degrees of complexity.

#### Contact and further information:

[help@asq.org](mailto:help@asq.org)

<http://www.asq.org/conferences/six-sigma/index.html>

## 16<sup>th</sup> Annual General Meeting and 2<sup>nd</sup> International Best Practice Conference, Dubai 2007



### **16<sup>th</sup> Annual General Meeting of the Global Benchmarking Network, December 3<sup>rd</sup> and 4<sup>th</sup>, 2007, Dubai, United Arab Emirates**



The detailed agenda for the 16<sup>th</sup> Annual General Meeting was issued to all members in October. This AGM will build on the success of the 15<sup>th</sup> AGM which was one of the most constructive up to now. For full details and minutes of the 15<sup>th</sup> AGM refer to the GBN website: [www.globalbenchmarking.org](http://www.globalbenchmarking.org).

#### **Day 1**

- Knowledge Sharing by all members – overview on actual and recent benchmarking activities
- Hot topics – for detailed information please look up the agenda

#### **Day 2**

- Guest Presentation by Paul Cherret (Benchmarking Services Manager, BT Group) on “Benchmarking code of conduct & the challenges and successes of applying benchmarking in a leading UK Company”
- Workshop Session – for detailed information please look up the agenda
- Business and Administrative Issues – Report of the GBN Secretary

### **GBN's 2<sup>nd</sup> International Benchmarking Conference: Destination Business Excellence December 5<sup>th</sup> and 6<sup>th</sup>, 2007, Dubai, United Arab Emirates**

With the Global Benchmarking Network conducting its 16<sup>th</sup> Annual General Meeting on 3<sup>rd</sup> and 4<sup>th</sup> December in Dubai courtesy of the Dubai Quality Group, we at Dubai Quality Group and Global Benchmarking Network take immense pride in bringing the **2<sup>nd</sup> International Benchmarking Conference to Dubai on the 5<sup>th</sup> and 6<sup>th</sup> 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](http://www.bestpracticeconference.com) for more information.

## 2<sup>nd</sup> International Benchmarking Conference

### Keynote Speakers



**Dr. H. James Harrington**, CEO, Harrington Institute Inc



**Dr. Robert Camp**, Principal, Best Practice Institute, US



**Dr. Robin Mann**, Head of the Centre for Organisational Excellence Research, New Zealand.

### Speakers



**Yury Samoylov**, Vice-President, Russian benchmarking club "Business Excellence", Russia



**Bruce Searles**, Director, Benchmarking Partnerships, Australia



**Paul Cherrett**, Benchmarking Services Manager, BT Group, United Kingdom



**Dr. Holger Kohl**, Head of Information Centre Benchmarking, Germany



**Steve Welch**, Managing Director, BPIR.com Ltd, New Zealand



**Dr. Yousuf Al Suwaidi**



**John Smith**, Director, Quality Scotland, United Kingdom



**Maryam Majid Khalfan BinTheneya**, Quality & Organizational Performance Expert



**Terry Pilcher**, Director, BCS Management Services, UK.



**Ahmed Al Hazeem**

#### Sponsors & Exhibitors

##### Platinum Sponsors



##### Silver Sponsors



##### Supports



The conference papers and presentations address ten specific areas and practical examples and best practices in building organisational capability will be provided:

- Benchmarking
- Partnerships and Resources
- Business Excellence & Self-assessments
- Process management
- Leadership
- Social Responsibility
- People
- Customer Focus
- Policy and Strategy
- Performance Measurement

## Hot Topics



The GBN comprises organisations and experts from more than 20 countries worldwide. This section provides a short overview on hot topics in the members' countries and organisations:

- New Zealand (COER): Recruitment and retention seem to be popular at the moment.
- Ireland (EIQA): Proving the link between audit scores and profitability, the process we call 'Service Performance Link'.
- Russia (BM Club Business Excellence): Organize benchmarking exchanging in the sphere of quality management, business excellence, ecological issues, security in industry and job safety.
- Australia (Benchmarking Partnerships): How to Do Benchmarking Well – and How Not to do It.
- Sweden (SIQ): Besides of the new quality awards, process management is still a hot issue here in Sweden.

## GBN Members Activities



### Benchmarking Partnerships

#### Australia

##### News

Many of our 5,000 customers are very time poor at the moment. Australian organisations and their people have very limited human resources and seem to be trying to do much more with less. Our networking activities are currently very restricted but the wheel seems to be turning with a renewed interest in our one and two-day Benchmarking How To's training course.

Working with the Australian Telecommunication Ombudsman and the Water and Energy industry Ombudsman together with case studies of excellence for an upcoming workshop on Complaint Management

Training on Benchmarking, Business Planning and Performance Management for 90 senior executives in the Pacific Islands of Vanuatu

Our hottest benchmarking topic at the moment is **How to Do Benchmarking Well – and How Not to do It**. Our two-day training course covers:

1. Overview of Benchmarking
2. Benchmarking Your Business in Context
3. Methodology Framework for Benchmarking
4. How to go about Benchmarking in Detail

**Next Steps: Benchmarking Code of Conduct protects confidentiality and privacy**

### Benchmarking projects

Recently completed benchmarking projects:

- **Business Excellence Study Tour** – involving 50 people, with over 20 from Asian countries. We visited and had discussions with excellent organisations in Brisbane and Sydney
- **Customer Centric Best Practices** – we collated and reported a Compendium on best practices from USA, New Zealand and Australia
- We developed one-page **Partnership Agreements** (sometimes called Service Level Agreements) between Technical Services and Facilities Management Division and their Internal Customers for a major client
- Training on **Benchmarking**, development of one page **Business Plans** and **Performance Management** for the top executives in the public service in Vanuatu
- Benchmarking workshops on Occupational Health and Safety; Managing and Transitioning to New Facilities and Managing Massive Growth

- Benchmarking workshop on Effective Written Communications and on Workforce Planning and Talent Management
- We recently planned and conducted various luncheon networking forums to connect likeminded customers together and have an industry guest speaker on recent topics such as Employment Brand, Emotional Intelligence, Talent Management etc.

#### Current Projects:

- First **GBN International Roadshow** event – Tue 22 and Wed 23 April, 2008, hosted by NQI, Toronto, Canada – learn and practice how to do benchmarking, keeping it simple and to the necessary, best practices arising from benchmarking and Tools – what works and what doesn't
- Commencement of Benchmarking Network Partnership on **Innovation** in Fiji
- Organisational Self Assessment reporting on a client's **own Business Excellence Framework** that we helped them develop
- Collation and reporting of Benchmark **KPIs used in managing Facilities and Technical Services** – the types of KPIs used by different organisations. Later we will benchmark the outputs / performance results
- Development of methodologies and models for **Benchmarking and reporting performance of a major client's contractors**, including gap analysis between Contractor results and Customer results
- Benchmarking Workshop on **Complaint Management**
- **Training to Implement Benchmarking**
- Benchmarking workshop on **Governance in Project Management**
- **Benchmarking Workshops** on Measurement – How to do It, Motor Vehicle Fleet Driver Safety and on Contact Centres
- Planning for a Business Excellence Study Tour in Australia in February/March 2008 with winners from the recent 2007 Australian Business Excellence Awards

#### Publications

- Benchmarking Training Manual
- Corporate Service Best Practices Compendium
- Customer Centric Best Practices Compendium

For further information please contact Mr. Bruce Searles at:

[bruce@benchmarkingpartnerships.com.au](mailto:bruce@benchmarkingpartnerships.com.au) or

Mr Anton Benc at [anton@benchmarkingpartnerships.com.au](mailto:anton@benchmarkingpartnerships.com.au)

Or go to our Secure Website: [www.benchmarkingpartnerships.com.au](http://www.benchmarkingpartnerships.com.au)



## Information Centre Benchmarking

### Germany



### News and Benchmarking projects

During the last year we worked at projects on the following issues:

- Introduction of the Benchmark-Index in Poland and Czech Republic
- Benchmarking Project on document logistics and document management
- Benchmarking of R&D in European Air Traffic Control Organizations

For the upcoming year we are planning projects on:

- Introduction of BenchmarkIndex in Malaysia and Australia
- Benchmarking of simultaneous engineering in R&D processes in German automotive industry
- Introduction of capitalized compliances for SMEs in Europe

### Publications

Holger Kohl recently published his PhD thesis entitled "Integriertes Benchmarking für kleine und mittlere Unternehmen" (Integrated Benchmarking for small and medium-sized enterprises).

For further information please contact Dr.-Ing. Holger Kohl at:  
[holger.kohl@ipk.fraunhofer.de](mailto:holger.kohl@ipk.fraunhofer.de)

Website: <http://www.benchmarking.fhg.de/>



## Excellence Ireland Quality Association (EIQA)

*Ireland*

### News

EIQA has just signed its first significant contract in the UK to audit a minimum of 500 retail units.

### Benchmarking projects

We now have benchmarking information for the Hygiene & Food Safety Standard and Quality assessment programme called Q-Mark for SME's.

### Conferences

- Our customers have been presented with benchmark data for their audit programme and we are now showing averages, top quartile and top 10% for these programmes.
- We have presented at a healthcare conference in Ireland organised at a European Level.

### Publications



Data is now contained in an 'e-zine' newsletter to all customers (3,000) and available on our website to members: [www.eiga.com](http://www.eiga.com)

For further information please contact Mr. Paul O'Grady at: [pogradey@eiga.com](mailto:pogradey@eiga.com)



## Centre for Organisational Excellence Research

### New Zealand

#### News

By the time of the GBN meeting in December the BPIR.com hopes to launch a website for start-up organisations and SMEs although it will also benefit large more established organisations and business units, or in fact departments within these, in reviewing their performance management systems. It would also be very useful for business consultants/advisors when advising SMEs.

The website has been designed to assist organisations, and organisational/business units, and or departments in business planning and performance management using the latest business excellence concepts. It will assist in setting vision, mission, values, objectives, defining and prioritising processes, identifying critical behaviours, and putting in place measures to improve overall organisational performance. Users can build their business plan and performance management system on the website and save and return to it later. Multiple plans can be built to address various scenarios and any plan can be modified if and when required. Reports can be printed that summarise information input in all the above steps. The website indicates how far the user has progressed in completing their plan/journey.

This website is temporarily called the "Quality Journey" and located at [www.journey.bpir.com](http://www.journey.bpir.com) – it is **currently a trial site and not complete but you are welcome to try it out**. This trial site gives you a good idea of the services that are offered and you can sample all its features through registering your email address in the register area. The website will support and link to the main BPIR site at [www.bpir.com](http://www.bpir.com).

We have recently revised and relaunched our benchmarking methodology. The benchmarking methodology is still called TRADE (see stages below) but we have more clearly defined the steps within TRADE. In the next year I hope to publish a book on the TRADE methodology.

#### **Five Steps of the TRADE methodology**

- |                      |                                                |
|----------------------|------------------------------------------------|
| ▪ Terms of Reference | → plan the project                             |
| ▪ Research           | → research current state                       |
| ▪ Act                | → undertake data collection & analysis         |
| ▪ Deploy             | → communicate & implement best practices       |
| ▪ Evaluate           | → evaluate the benchmarking process & outcomes |

## Benchmarking projects

We are currently facilitating 8 benchmarking projects in Singapore for the public sector. These are in the following areas:

- recruitment process (time from application to invitation for appointment)
- best practices in employee retention
- best practices in customer feedback handling
- money collection for public good/charities
- Developing a needs assessment model for measuring the physical, intellectual and academic needs of school pupils. Therefore how to achieve best practices in these three areas. .
- best practices in customer service of front-line staff (particularly temporary or part-time workers)
- Measuring the academic quality of tertiary education (what is the best measurement system for ensuring that there is a clear and rational process for curriculum development, delivery and assessment).
- best practices in designing and developing training courses.(short courses and long-term development courses)

## Conferences

- Assisting in organising the “2<sup>nd</sup> International Benchmarking Conference” in Dubai, 5/6 December 2007.
- We have participated at a number of conferences. Most recently the World Congress for TQM in Edinburgh where I delivered a workshop on benchmarking.

## Publications

Two papers related to benchmarking have been published this year:

- Saunders, M. Smith, R. and Mann, R.S. (2007), Benchmarking Strategy Deployment Practices, *Benchmarking: An International Journal*, Vol 14, No.5, p609-623.
- Bartley, B. Gomibuchi, S and Mann, R.S. (2007), Best Practices in Achieving a Customer-Focussed Culture, *Benchmarking: An International Journal*, Vol. 14 No. 4, pp. 482-496.

## BPIR Newsletter

The BPIR.com produces a monthly BPIR Newsletter and monthly best practice management brief. A recent management brief has been published on benchmarking and is available to all GBN members.

## Changes in your organization

No changes. However, we are always looking for good people who have an interest in business excellence and benchmarking to join our team or undertake a PhD in benchmarking and business excellence. We recently had two new students start PhD's in business excellence and benchmarking.

For further information please contact Dr. Robin Mann at:

[R.S.Mann@massey.ac.nz](mailto:R.S.Mann@massey.ac.nz)



## Benchmarking Club "Business Excellence" of ROQ Russia

### News

The Benchmarking Club "Business Excellence" of the Russian Organization for Quality is preparing a conference devoted to the World Quality Day and European Quality Week. It will be held on November 6-8, 2007 in hero-city of Russia – VOLGOGRAD ([www.vdk2007.ru](http://www.vdk2007.ru)). The slogan of this conference is "The best practice for the best life!"



### Seminar about 20 KEYS Program "Practical Program Of Revolutions in Factories"

The "Business Excellence" is holding this Forum together with European Organization for Quality within the GBN. For further information please visit the [Conference website in Russian language](#) or [in English language](#).

Furthermore our club has presented GBN activities on several conferences: GAZPROM – Russian Gaz company. The conference was devoted to the standards in the sphere of quality. We informed the participants about importance of benchmarking and excellence activity.

### Benchmarking projects

- We have organised benchmarking visits of Russian enterprises in German and Austrian companies: Wilden, Grammer, Siemens, where 20 keys are being developed now (March).
- We have organized a Russian delegation (more than 30 people) on the 51st European Organization for Quality Congress in Prague (May-June).
- We are finishing the project with the Russian Centre of Strategic Research about world mineral fertilizers.
- We plan to start benchmarking project with the LukOil Company.
- We plan to start benchmarking project with Russian and Slovakian Metallurgy companies.
- We are organizing a Russian delegation for the 52nd EOQ congress in Vienna, Austria (June 2008)

## Conferences

- We have organized workshop on benchmarking issue and 20 keys with the biggest Russian glass companies (August 27, 2007)
- We have participated in seminar of MARCUSEVANS September 27-28, 2007 Moscow with the report about GBN, benchmarking and 20 KEYS. The name of the workshop was "Strategies of Business Excellence in industry".

## Publications

- We have published articles about benchmarking and 20 keys every month.
- We assisted of publishing books on benchmarking issues. The last one is of Rader Rob: "Benchmarking as a tool to choose the strategy and increase the profit".
- We have started two types of dispatches: every week with analytical materials about world and Russia situation on quality and business excellence and every day as a teletype information about news and facts in the sphere of quality and excellence in Russian organizations and companies and worldwide.

For further information please contact Mr. Yury Samoylov at [usamoylov@mirq.ru](mailto:usamoylov@mirq.ru) or visit our website at [www.benchmarkingclub.ru](http://www.benchmarkingclub.ru)



## Swedish Institute for Quality (SIQ) Sweden

### 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 of 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 winner's conference and "Kvalitet I Skola och Klassrum" which national conference for education.
- We have participated in "Kvalitetsmässan" which 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](mailto:jk@siq.se)



## BCS Management Services

### *United Kingdom*

#### News

The ECUANET project on Corporate Universities (CU), which is a **Leonardo da Vinci** project with the European Commission and for which we were employed as 'Expert Advisers', has now finished.

It has applied a Benchmark Blueprint to 20 organisations based on best practice for running CUs and is due to report its findings to the European Commission shortly.

Existing partners are now looking for ways to use the findings commercially, thus meeting the sustainability needs of the project. A follow on European Commission project is being planned for submission in January 2008.

Looking for topics that appear to be catching the interest of companies, **Continuity Planning** seems high on the list and is filling conference halls. This is being driven by the effect on businesses of terrorism, avian flu, employment of illegal immigrants etc.

- Companies are looking to benchmark their procedures against each other. They obviously apply them to their own circumstances, but are moving away from analysing the cause and solution for each possible event, towards looking much more at the affect on the business and outcomes.
- In this way they apply their procedures to cover any event with questions like What if we can't get into the building? What if communications fail? What if staff is not available? What if suppliers are affected?
- This is not just a large company problem. It has implications for SMEs as well.

#### Benchmarking projects

Although not able to give details at present we have benchmarking activities planned in 2008 covering the food processing, pharmaceutical, automotive and textile industries in association with other consultants, business schools, chambers of commerce and government organisations internationally.

#### Conferences

We brought together 25 delegates from the National Audit Office in the UK to discuss the implementation of **Value Mapping**.

We were able to present case studies showing the use of the concept in the public sector at strategic and project level, which seemed to be of interest to them and about which they have asked more detailed questions in a follow up document.

We also ran a stand for BPIR.com Ltd at the National Federation of Enterprise Agencies (NFEA) Conference in September, which was attended by the major business support agencies in the UK.

As a Key Member of the British Quality Foundation we have arranged a seminar on **Lean** which will feature the use of the **Construction Lean Improvement Programme (CLIP)**, which we believe has application in other countries and other sectors.

Interestingly enough the CLIP approach deliberately avoids the use of Six Sigma in a bid to **keep it simple**, which is something that appeals to companies, particularly smaller ones, which is in line with the philosophy of our company.

For further information please contact Mr. Terry Pilcher at:  
[BCSMgt@aol.com](mailto:BCSMgt@aol.com)



## Best Practice Institute

USA

### News and Benchmarking projects

The Best Practice Institute conduct research, education and consultation in the capture, exchange and adoption of best practices worldwide through benchmarking. During the last year we have undertaken projects on the following topics:

- Inventory and supply chain best practices for worldwide lubricants manufacturer
- Safety, health, environmental and risk best practices for a major research university
- Education and support for management team of global lighting organization

For the upcoming year we are planning projects on:

- Education and consultation support to leading pharmaceutical firm
- Supply chain best practices for leading high technology organization
- Supply chain best practices for organizations in Southeast Asia marketplace

For further information please contact Dr. Robert C. Camp at:  
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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, and USA.

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