

## Dear GBN Members

It is with pleasure to present you the twelfth issue of the GBNewsletter.

We are very happy to welcome the **LEXTA Consultants Group** from Germany and **Winning Moves** from the UK as new members of our Benchmarking Community and thank you for providing us with some background information regarding your professional careers and activities.

Core topics of this issue are the forthcoming **18<sup>th</sup> Annual General Meeting** (AGM) and the **4<sup>th</sup> GBN International Benchmarking Conference** (IBCON). The AGM is scheduled for October 25<sup>th</sup> and 26<sup>th</sup>, 2009. This year's venue for the AGM will be the Kingdom of Bahrain. The event will again be linked to the International Benchmarking Conference which takes place subsequently from October 27<sup>th</sup> to 28<sup>th</sup>, 2009, in Bahrain as well. Aimed at businesses, business leaders, managers, and professionals who want practical ideas and solutions for improving the performance of their organisation, this event is also a stage for academics who want to share their business research findings. The Conference will have presentations from some of the world's best business speakers and scholars.

As usually, changes within the GBN community and our various **members' activities** are addressed. Our thanks go to all GBN members who have jointly contributed to this issue of the GBNewsletter.

Enjoy reading and happy benchmarking!



Ronald Orth  
GBN Secretary



Robin Mann  
GBN Chairman

## Conferences and Events



### **6<sup>th</sup> Universities' HR Benchmarking Conference 2009** **October 15<sup>th</sup> – 16<sup>th</sup>, 2009, Brisbane Marriott Hotel, Australia**

The conference aims to connect and inform participants through a program which provides opportunities for networking and discussion on current HR challenges and trends within the Higher Education sector.

**Further information:**

<http://www.hrd.qut.edu.au/hrbenchmarking/conference2009/>



### **4<sup>th</sup> International Best Practice Conference** **October 27<sup>th</sup> – 28<sup>th</sup>, 2009, Manama, Kingdom of Bahrain**

Bahrain Quality Society and Global Benchmarking Network take immense pride in bringing the 4th International Benchmarking Conference to Bahrain. This conference, which brings together various leading organisations and business professionals from around the globe, will prove an excellent platform for sharing and exchanging views, ideas, experiences and techniques.

**Contact and further information:**

<http://www.bestpracticeconference.com>



### **Business Excellence Global Conference,** **Embracing Excellence- Learning from the Best** **November 2<sup>nd</sup> - 5<sup>th</sup>, 2009, Singapore, China**

The conference aims to connect and inform participants through a program which provides opportunities for networking and discussion on current business excellent challenges and trends.

**Further information:**

<http://www.beconference.com.sg/>



### **22<sup>nd</sup> Quality Management Conference,** **March 4<sup>th</sup> - 5<sup>th</sup>, 2010, New Orleans, LA**

The theme for the 22<sup>nd</sup> Quality Management Division conference, Improvements Through People, Processes, and Performance, will offer many learning opportunities for attendees to participate in a variety of forums, pre- and post-conference courses, presentations, keynote addresses, and interactive sessions.

**Further information:**

<http://www.asq.org/conferences/quality-management/index.html>



### **11<sup>th</sup> Annual Lean Six Sigma & Process Improvement Summit January 18<sup>th</sup> – 19<sup>th</sup>, 2010, Orlando, USA**

The one event each year where the global leaders of Lean Six Sigma and Process Improvement come to meet and share best practice. With practitioners from all industry sectors actively looking to source new solutions for achieving their business improvement goals, it is the ultimate branding and thought leadership opportunity for solution providers in this field.

**Further information:**

<http://www.leansixsigmasummit.com>



### **54<sup>th</sup> EOQ - European Organization for Quality Congress 2010, Izmir, Turkey**

TSE, the Turkish Standards Organization is proud to invite you to the 54th EOQ Congress which will take place in 2010 in the beautiful town of Izmir

**Further information:**

<http://www.eoq.org/index.php?id=537>



### **2<sup>nd</sup> GBN Roadshow, 18<sup>th</sup> – 19<sup>th</sup> February 2010, Mumbai, India**

BestPrax Club proudly presents the two-day GBN Roadshow on Benchmarking - one of the premiere workshops on the subject - to be conducted in Mumbai on 18-19 February 2010. Industry Guru and the author of several ground-breaking books on "Benchmarking", Dr Robert Camp, will be the chief presenter at the Roadshow. The Roadshow will aim to demystify the subject of Benchmarking for the benefit of Indian Inc. Along with Dr Camp, other subject matter experts from Australia, Europe, the Middle East and India, will also present at the Roadshow.

**Further information:**

<http://www.bestpraxclub.com/gbn/index.aspx>

## 18<sup>th</sup> Annual General Meeting and 4<sup>th</sup> International Benchmarking Conference, Bahrain 2009



**18<sup>th</sup> Annual General Meeting of the Global Benchmarking Network, October 25<sup>th</sup> and 26<sup>th</sup>, 2009 – Diplomat Radisson SAS, Manama, Kingdom of Bahrain**



**Ahmed Abbas**  
Bahrain Quality Society

The 18<sup>th</sup> AGM is to be hosted by Bahrain Quality Society in Manama, Bahrain, courtesy of Mr. Ahmed Abbas.

### 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

- Workshop Session – for detailed information please look up the agenda
- Business and Administrative Issues – Report by the GBN Secretary

For the detailed agenda please refer the Members Area of the GBN Website: [http://www.globalbenchmarking.org/members\\_area/](http://www.globalbenchmarking.org/members_area/)



**Dr. Robin Mann**  
GBN Chairman

If not done so far please complete your “**knowledge sharing and attendance form**” and send to GBN Secretary Ronald Orth at [ronald.orth@ipk.fraunhofer.de](mailto:ronald.orth@ipk.fraunhofer.de).



**H.E. Shaikh Khalid  
Bin Abdulla Al-Khalifa**

**GBN's 4<sup>th</sup> International Benchmarking Conference: October 27<sup>th</sup> and 28<sup>th</sup>, 2009 – Diplomat Radisson SAS, Manama, Kingdom of Bahrain**

Under Patronage of H.E. Shaikh Khalid Bin Abdulla Al-Khalifa Minister of the Primer's Court, this conference will prove an excellent platform for sharing and exchanging views, ideas, experiences and techniques involved in attaining higher performance levels in organisational operations. This is a unique opportunity to learn from some of the world's top speakers in the business field (see conference program below).

**Further information available at:** <http://gbn.bahrainquality.org/> and <http://www.bestpractiseconference.com>



## Conference Program - Day 1: Thursday, 27 October 2009

08:00 – 09:00	Registrations	
09:00 – 09:30	Opening Ceremony	
09:30 – 09:45	Welcome by organising committee	
	Welcome by GBN: <b>Dr. Robin Mann</b> , GBN Chairman, New Zealand	
09:45 – 10:15	<b>Keynote Speaker: Dr Robert Camp</b> Principal, Best Practice Institute™ and Honorary Lifetime President, Global Benchmarking Network, USA	
10:15 – 10:45	Coffee Break and Networking	
10:45 – 12:15	<b>Invited Speaker: Bruce Searles</b> Managing Partner and Director, Benchmarking Partnerships, Australia	
	<b>Invited Speaker: Dr. Holger Kohl</b> Head of Department Business Excellence Methods, Head of Information Centre Benchmarking, Fraunhofer Institute for Production Systems and Design Technology (IPK), Germany	
	<b>Invited Speaker: Dr. Wafi Dawood</b> Chairman of (DQG) and Chief of Organizational Excellence in (KHDA), UAE	
12:15 – 12:30	Discussion	
12:30 – 13:30	Lunch	
13:30 – 14:30	<b>Parallel Session 1:</b>	<b>Parallel Session 2:</b>
	- Benchmarking: An Effective Organisational Learning Mechanism <b>Alaa Garad</b> Senior Lecturer in Management at Middlesex University, Dubai, UAE	- Benchmarking audit committee in pursuit of Corporate Governance Excellence: A post Lehman Brothers' lesson <b>Dr. Gagan Kukreja</b> Assistant Professor, Ahlia University, Bahrain
	- Benchmarking projects: How to find best practices <b>Ahmed Abbas</b> Benchmarking Researcher, Business Performance Improvement Resource (BPIR), New Zealand	- Best Practices in Customizing In-home training courses <b>Dr. Emad Eddien Hussein</b> Senior Advisor, General Civil Aviation Authority (GCAA), UAE
	- Benchmarking in Telecommunication <b>Invited Speaker: Suad Alkabile</b> Business Excellence & Cost Leadership, Batelco, Bahrain	- Qatar Uses Information Technology to Bring Best Practices to a Young Country <b>Keith Phillips</b> President, QLBS.com, New Zealand
14:30 – 14:45	Discussion	Discussion
14:45 – 15:15	Coffee Break & Networking	
15:15 – 15:55	- Corporate Social Responsibility in Kano- Nigeria: A Banking - Industry Perspective <b>Dr. Kabiru Dandago</b> Chairman, Bayero Consultancy Services Unit, Bayero University, Nigeria	
	- Customising the EFQM Model for Bahrain Primary Schools <b>Amani Al-Shajera</b> Coordinator assistant of King Hamed future school project, Bahrain	
15:55 – 16:10	Discussion	Discussion

## Conference Program - Day 2: Wendsday, 28 October 2009

07:45 – 08:00	Networking	
08:00 – 09:00	Parallel Session 1:	Parallel Session 2:
	<p>- Overseas vs. Local Benchmarking: Dubai Quality Group Practical Example  <b>Ali Fadhlani</b>  Chairman of Benchmarking Subgroup, Dubai Quality Group (DQG), UAE</p>	<p>"Making it Happen" - a Benchmarking Research Project  <b>Grant Regan</b>  Institute for Community Engagement, Zayed University, UAE</p>
	<p><b>Invited Speaker: Fatema Al-Jamea</b>  Quality Assurance Manager, LMRA, Bahrain</p>	<p><b>Invited Speaker: Dr. Curt Reimann*</b>  Former Director of the Malcolm Baldrige National Quality Award , USA</p>
09:00 – 09:15	Discussion	Discussion
09:15 – 09:45	Coffee Break & Networking	
09:45 – 11:45	<p><b>Invited speaker: Prof Hadi El Tigani</b>  CEO, Abu Dhabi International Centre For Organisational Excellence, UAE</p>	
	<p><b>Creating Corporate Universities and Academies which Support Organisational Aims and Objectives</b>  <b>Invited speaker: Terry Pilcher</b>  Director of BCS Management Services, UK</p>	
	<p><b>Performance Measurement System in Kuwait Government</b>  <b>Invited speaker: Tariq A. Aldowaisan</b>  Managing Director, GLC Consulting, Kuwait</p>	
	<p><b>Invited speaker: Paul Steel*</b>  Director, Baldrige21, USA</p>	
11:45 – 12:00	Discussion	
12:00 – 13:00	Lunch	
13:00 – 14:00	<p><b>Keynote speaker 2: J. Harrington</b>  CEO, Harrington Middle East, USA</p>	
	<p><b>Keynote speaker 3: Dr. Robin Mann</b>  Director, COER &amp; BPIR.com, New Zealand</p>	
14:00 – 14:15	Discussion	
14:15 – 14:30	Best paper award, next conference announcement, Conference closing	

## GBN Membership

We are very happy to welcome the **LEXTA Consultants Group** from Germany and **Winning Moves** from the UK as new members of our Benchmarking Community!



### LEXTA CONSULTANTS GROUP

LEXTA CONSULTANTS GROUP stands for successful consulting projects in the fields of IT Benchmarking, IT Cost Reduction, IT Sourcing, IT Strategy and IT Security.

Our team of more than 30 colleagues comprises both traditional management consultants and also colleagues with many years' experience in CIO and IT service provider functions. This combination of top management consulting and IT expertise qualifies us to offer best practice and a high degree of practicality at the same time.

This is rewarded by the market. Leading international companies, primarily from telecommunications, utilities and other industries, usually put their trust in long-term co-operation with our medium-sized company.

Please visit our website for details: [www.LEXTA.com](http://www.LEXTA.com) and [www.benchmarking-LEXTA.com](http://www.benchmarking-LEXTA.com)



#### Matthias Seidl

Matthias Seidl is one of the Founding Partners and COO of LEXTA. After studying business administration and psychology, he gathered experience as business consultant at Mitchell Madison Group, PWC Consulting and IBM Business Consulting Services. Additionally, he managed customer services and pricing at a technology service provider.

In his spare time Matthias proves his staying power: he is not only a marathon runner and triathlete but also a passionate opera singer. He finds relaxation and clarity whilst walking the St. James' Way.

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### Frank Baumann

Frank Baumann is a business consultant specialising in IT Management and the Managing Director of LEXTA GmbH. After university he started his career at Siemens AG (Stockholm), where he worked in product management. With his wealth of experience, gathered not only at Siemens but also during the following years at top consultancies Bossard Consultants (Paris and Berlin), Cap Gemini (Berlin) and Lexington Consulting (Berlin), he founded LEXTA in 2003.

Frank is married and lives with his wife and three children in Berlin. He has a passion for vintage cars.

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WINNING  
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### Winning Moves Ltd.

The business was established in 1995. Our **principal activities** include the provision of benchmarking, innovation and enterprise development services to help businesses plan, develop, improve performance and grow.

**Our vision** is to become a truly knowledge based business, stretching ourselves and having fun along the way

**Our mission** is to enable our clients to be different, better and faster leading to their long term prosperity

**Our understanding of Benchmarking:** Benchmarking is the practice of being humble enough to admit that someone else is better at something, and wise enough to try and learn how to match or even surpass them at it. We specialise and strongly believe in enterprise wide holistic benchmarking, driven by a compelling vision for the future and effective strategies for achieving agreed goals

Please visit our website for details: [www.winningmoves.com](http://www.winningmoves.com)





### Mark Modena

Mark was appointed Director of Winning Moves in June 2009, having been with the company since 2000 following a successful career in finance. During this he has played a key role in developing the organisation, being responsible for the development of the Winning Measures performance benchmarking system. Mark has introduced the system and methodology to over 15 countries economic development practices. Leading from the front Mark demonstrates a versatile business skills base, and is focused on delivering top class service through the use of innovative approaches and seeking continuous improvement. He has a UK Masters Degree in Small Business development which was completed in 2007.

#### *Contact details:*

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### Adrian Davies

Appointed Managing Director in 2006, Adrian has been with Winning Moves since 2000 as an executive director and plays a pivotal role in setting the organisation's direction. He has ultimate responsibility and accountability for the whole of Winning Moves' activity. Adrian is a serial entrepreneur having successfully started and exited technology based businesses. An innovative and creative thinker and doer in the area of economic regeneration, Adrian has worked with support agencies nationally and internationally. Adrian understands the issues faced by both businesses and those that have an agenda of economic improvement and he can contribute significantly to the strategic thinking of those that inform and create policy.

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## GBN Members Activities



### Benchmarking Partnerships

#### Australia

#### News

Our business has been very slow due to the Global Financial Crisis so we took the opportunity to compile our learnings from our benchmarking activities over the past few years to design internal benchmarking programs and training whereby we bring the best practices to the customer and assist them to internalise these best practices.

We call this our Framework for Rapidly Improved and Sustainable Business Results – represented by our 9 Pillars to assist organisations to operationalise Business Excellence to make it work for them.

These 9 Pillars are shown on our web site at [www.benchmarkingpartnerships.com.au](http://www.benchmarkingpartnerships.com.au). There is a one-page brief on each pillar and also a proposal for our flexible help to organisations on each pillar – commencing with one-day or two-day workshops.

We also have a workshop one or two days that we can run in any country or in any organisation explaining the basis of the 9 Pillars and how they work through best practice. Contact us if you would like to partner with us on this in your country. Go to our website to see the program.

**Build Business Capability – 9 Pillars for Rapidly Improved & Sustainable Business Results**  
© Benchmarking Partnerships –

Sustainability is the hottest topic at the moment as organisations come out of their learning's from the Global Financial Crisis. As a result there is a resurgence of interest in Business Excellence, Triple bottom Line and including Corporate Social Responsibility – organisations want to know how to do it well and how to measure it using benchmarking as a tool to find and adapt best practices to suit their strategic needs.

## Benchmarking projects and events

- Developed **9 Pillars** for Vastly Improved and Sustainable Results for internal benchmarking from our global benchmarking experience (see above)
- Business Excellence Study Tour of 2008 Australian Business Excellence Award winners, and upcoming **Business Excellence Study Tour of all 2009 Australian Business Excellence Award winners**
- Meet the **German KM Champions Study Tour** (in conjunction with Terry Pilcher, BSC Management Services and Peter Heisig, eureka).
- **GBN Roadshow No. 2** (Benchmarking Leadership & Strategic Planning) in conjunction with Best Practice Club in Mumbai, India 18-19 February 2010 with introductory Benchmarking Workshop (Best Practices for Sustainable Results) in Mumbai on 30 October 2009. Also to plan **GBN Roadshow No. 3** – host country required – nominations welcome
- Best Practice **Webinar series regarding KM**, planning for **2010 KM Study Tour in Japan & South Korea** (in conjunction with Terry Pilcher, BSC Management Services and Peter Heisig, eureka)
- **Improving Results in Tough Times – GBN Global Benchmarking Survey** (yet to be approved)
- **Best Practice Compendium Report** on How Leading Organisations develop and use KPIs of their Triple Bottom Line (Social / Environment / Economic) performance in order to make investment decisions and realise balanced benefits for their communities and other stakeholders.

**Receive a free copy of this report and register your interest.**

GBN Members and their customers have the opportunity to contribute to this report and by so doing receive a free copy of the interim report in late October and a free copy of the final report in mid-December. You can also **influence the scope** and coverage of the research and report at no charge by indicating your specific learning needs so that the report will address your needs as well. The report can be blinded of your identity if you wish and you will have the opportunity for your final approval of its contents.

For further information please contact Mr. Bruce Searles at:  
[bruce@benchmarkingpartnerships.com.au](mailto:bruce@benchmarkingpartnerships.com.au)



## Dubai Quality Group

### *Dubai – United Arab Emirates*

Dubai quality Group is a non profit organization aiming at providing quality of service among the business community through various activities such as training, consultancy services and networking (subgroups and evening seminars).

Dubai Quality Group conducted a couple of benchmarking programs based on EFQM excellence model, targeting local government and private sector (Customer Service and Human Resources)

For the upcoming year the following key projects and benchmarking activities are on our agenda:

- Leadership and Policy and Strategy.
- Corporate Social Responsibility
- Human Resources

For further information please contact Ms. Samia al-Yousuf at:  
[samia@dqg.org](mailto:samia@dqg.org)



Free download at:  
[www.incas-europe.org](http://www.incas-europe.org)

## Information Centre Benchmarking (ICB)

### *Germany*

#### Selected projects

- **Intellectual Capital Statements:** By the end of 2008 a European research consortium lead by Fraunhofer IPK has successfully concluded an SME-dedicated project of the European Commission on the topic of Intellectual Capital Statements (ICS). Consisting of 40 partners, the project consortium “**InCaS: Intellectual Capital Statement – Made in Europe**” developed and tested a European Guideline for ICS in five EU countries. The guideline is now available at Fraunhofer IPK and on [www.incas-europe.org](http://www.incas-europe.org). A training programme for ICS moderators as well as auditing procedures has been set up to support the dissemination and implementation of ICS at a high level of quality. Based on these results, we are currently prototyping a **Benchmarking system for Intellectual Capital** in Germany which is planned to be tested in other European countries from 2010 on.
- **Analysis and Strategy Concept for a company in the heavy industry with respect to Lean Production:** The scope of services of this project comprised an analysis and concept elaboration for the production site of the heavy industry in China. In order to elaborate the master plan we developed a strategy concept consisting of alternative approaches to improve the capabilities according to current and future market needs.



## Publications

- We have launched our second edition of our benchmarking book **“Benchmarking – Learn from the Best in Class”**

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

## LEXTA CONSULTANTS GROUP



## LEXTA CONSULTANTS GROUP

### Germany

### News

- We hosted the **12<sup>th</sup> Rheingauer Kreis** in Würzburg. About 40 high ranking representatives of well-known companies joined ranks and discussed hot topics of IT management. One of the major topics was a peer-to-peer benchmark of storage and server costs. LEXTA published a number of articles in the German media on IT and IT management covering topics like IT benchmarking, IT governance and virtualisation.
- **Hot topics:** Application benchmarking, IT security benchmarking, benchmarking of virtualised products.

### Benchmarking projects

In the past year we conducted:

- IT cost benchmark for the largest service provider on the labour market in Germany
- TC and network cost benchmark for a leading international transportation and logistics group
- Numerous benchmarks for major players in the German telecommunications and energy markets
- Cooperation with a British benchmarking forum

### Conferences

- LEXTA hosts an IT management forum named Rheingauer Kreis. Four times a year high ranking representatives of well-known companies discuss the latest topics in IT management. It includes the method of IT benchmarking as well as actual comparisons between the participants. In a peer-to-peer benchmark LEXTA compared server and storage costs of eight participants. The results and the subsequent discussion proved to be very fruitful.

- For the first time LEXTA participated in 2009 in a study of the Technische Universität Munich measuring the end-user satisfaction. This study is conducted once a year and is the largest study on that topic in Germany. Over the course of several months both online and offline questionnaires were filled in by 13000 end-users anonymously. The results were presented at a conference in Munich on June 25<sup>th</sup>.

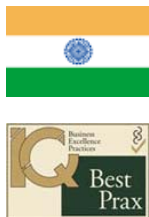
[http://cio.idgevents.de/konferenzen/309/it\\_excellence\\_benchmark\\_2009\\_p3.html](http://cio.idgevents.de/konferenzen/309/it_excellence_benchmark_2009_p3.html)

<http://www.cio.de/partnerangebote/it-excellence-benchmark/899043/index5.html>

### Publications

- We contribute to a book on benchmarking basics, methods, and its area of application:  
<http://www.symposion.de/innovation?cmsinfo/0002360>
- We are publishing a newsletter on an irregular basis, 3-5 times a year. The next newsletter is coming soon.

For further information please contact Matthias Seidl at:  
[Seidl@LEXTA.com](mailto:Seidl@LEXTA.com)



## BestPrax Club Private Limited

### India

### News

- We conducted a competition for the BestPrax Prize for Innovative Practices on 17-18 September 2009 in Mumbai. The winners were Yes Bank (Service category) and Hindalco (Manufacturing category). For more details visit:  
[www.bestpraxclub.com/convention](http://www.bestpraxclub.com/convention)
- We conducted our second Roundtable on the theme "Trust and Sustainability: Performance Measures." If you wish to receive a copy of the Epsilon (Roundtable Report) please write to  
[info@bestpraxclub.com](mailto:info@bestpraxclub.com)
- Bruce Searles, benchmarking Partnerships, Australia will be conducting a workshop on "Best Practices for Sustainable Results" in Mumbai on 30 October 2009.
- We are conducting the GBN Roadshow on 18-19 February 2010 in Mumbai. Dr Robert Camp will be the chief presenter at the Roadshow. The theme for the Roadshow will be Best Practices in Leadership and Strategic Planning.

- **Hot topics:** Cost of Poor Quality, Risk Management, Environment Management

## Benchmarking projects

- We are in the process of preparing a report for our **COPQ survey**
- We are planning to conduct a **survey on Leadership and Strategic Planning** commencing this month

## Publications

- We have recently published the “**Qimpro Convention 2009 Proceedings**” which includes 22 Project Reports - 12 Improvement Processes battled for QualTech Prize 2009 and 10 Innovative Managerial Practices for BestPrax Prize 2009. More: <http://www.qimpro.com/bookstore/index.php?act=viewProd&productId=81>
- Our Founder & Director, Mr Suresh Lulla has been invited to contribute a weekly case study in DNA. Visit here to read them: [http://www.bestpraxclub.com/convention/case\\_studies.html](http://www.bestpraxclub.com/convention/case_studies.html)

For further information please contact Mr. Suresh Lulla at: [suresh@bestpraxclub.com](mailto:suresh@bestpraxclub.com)



## National Productivity and Competitiveness Council

### Mauritius

### News

In this era of globalization, the development of the necessary competitive edge has become a determinant factor for survival. In this context, the Ministry of Industry, Small & Medium Enterprises, Commerce and Cooperatives organized the “**Mauritius Business Excellence Award**” among Mauritian businesses to motivate them to continuously improve ways of doing business. The competition has been inspired from similar awards implemented by enterprises adopting leading-edge management practices. The first edition of the award was held in December 2008. The competition was open to all businesses in the manufacturing agriculture, tourism, financial and other services sector. The objectives of the award were:

- To provide recognition to businesses that are making continuous efforts to improve management and operational practices.
- To identify role models adopting world class practices for others to emulate.
- To encourage and stimulate best business practices for achievement of higher productivity and competitiveness

- To promote use of economic and productivity assessment tools among participants for improvement in management and operational practices.

The NPCC was a member of the Technical Assessment Team set up by the Ministry of Industry, Small & Medium Enterprises, Commerce and Cooperatives to assess the pre-selected enterprises for the Award. The NPCC was assigned the task of conducting the economic productivity assessment of the enterprises.

The second award is scheduled around November 2009.

### Conferences and Events

The National Productivity & Competitiveness Council has been working with the Japan Productivity Centre since August 2007 for a period of two years, ended in February 2009 on developing success stories (models) of enterprise productivity improvement using 5S and Kaizen. The programme aimed at re-inforcing the NPCC's consultancy capabilities in applying Kaizen in both manufacturing and service organisations.

Following a fact finding research undertaken by two Japanese Consultants at various Companies sites, five local companies were selected to be part of the model company project. They are: CIM Finance Limited, Food and Allied Processing Plant, La Laiterie de Curepipe, Mauritius Post Ltd and Precigraph Ltd.

The two year project culminated into a workshop that was organised on 25th February 2009. The objective of the workshop was to provide a platform for the model companies to showcase their achievements in implementing Kaizen.

The representatives of three of the model companies participated in the fourth Tokyo International Conference on African Development (TICAD IV) organised for African Heads of States on the theme "Technical Cooperation on Productivity Improvement to African Nations: Diffusion of Productivity Movement from Asia to Africa – Quest for Sustainable Growth in Africa" to share the Mauritian Kaizen experience. Mauritius was represented by The Deputy Prime Minister and Minister of Renewable Energy and Public Utilities, Dr. The Honourable Rashid Beebeejaun.

### Publications

- The NPCC's quarterly newsletter
- Agenda for Productivity and Competitiveness issues
- Annual Report 2007- 2008
- Brochure for Green School Project
- Brochure for Innovators Mauritius Award III – Ecoliving pour une ile maurice durable
- Action Plan for Participatory Advisory Committees 2009-2010
- 5S Manual



- KAIZEN Manual
- Civic Action Teams case studies in the education sector

## Changes in your organisation

**Recently appointed:** Mr. Grish Gunesh, Chairman, NPCC

**Contact person:** Mr Bhoomitra Sharma Toolsy, Productivity Specialist, NPCC ([natpro@intnet.mu](mailto:natpro@intnet.mu))



## Centre for Organisational Excellence Research

### News

- BPIR.com Limited recently launched "networking services" within its website. These services enable BPIR members to now network and communicate with each other. These services will assist members to conduct benchmarking projects. **The BPIR.com is free to all GBN members.**

A description of some of the features is provided below:

#### Create a personal profile:

Add your experience, education, interests, describe best practices within your organisation (including a description, results achieved, evidence that it is a best practice, photos and videos) or that you have seen elsewhere, and describe what business improvement tools you have experience of using.



#### Create an organisational profile:

Provide details on size/industry and list the business improvement tools used within the organisation from 20 commonly used tools. If you have more than one person using BPIR within your organisation, this area of the resource will collate the best practices used throughout the organisation.



**Submit “Requests for Assistance”** to other members when looking for consultancy help, general advice, benchmarking partners, requests for tenders or working on joint projects.

**Networking Searches:** Search for, and make valuable contacts with, people with specific expertise or organisations that have best practices or use improvement tools of interest. Searches can be by country, region, industry, and process. In addition, text searches can be performed.

The image displays two screenshots of the GBN web application. The left screenshot shows the 'Edit Request for Assistance' form, which includes fields for Title, Project Name, Industry, and a Description. The right screenshot shows the 'Search Business Improvement Tools/Approaches' form, which includes fields for Text search, Country, City, Industry, and Search by Process.

- COER has been giving **training** in TRADE Best Practice Benchmarking in Taiwan, Singapore and United Arab Emirates. See the TRADE stages below:
  - **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
- COER, on behalf of the Global Benchmarking Network, completed the **research** to identify “the current status of business improvement tool use worldwide and how organisations are using benchmarking”.

## Benchmarking projects

COER is:

- Currently conducting a project for the Asian Productivity Organisation to review the impact of business excellence and national strategies for business excellence in India, Singapore, Taiwan, Thailand and Japan. This involves getting feedback from award winning companies and adopters on business excellence.
- Trying to write a book on benchmarking.
- Encouraging the use of the BPIR.com’s networking facilities and developing them further.

- Developing a website for TRADE Best Practice Benchmarking for managing benchmarking projects.

### Conferences

COER will be participating in the following events in the near future:

- October/November 2009: Professional Benchmarking – TRADE – presenter Dr Robin Mann, United Arab Emirates
- October 27-28, 2009: 4<sup>th</sup> International Benchmarking Conference, Bahrain
- November 3-5, 2009: Business Excellence Global Conference, Singapore
- November 26-27, 2009: Professional Benchmarking – TRADE – presenters Dr Robin Mann & Ray Wilkinson, Edinburgh, Scotland
- December 2-3, 2009: Professional Benchmarking – TRADE – presenters Dr Robin Mann & Ray Wilkinson, London, England
- February 14-15, 2010: Professional Benchmarking – TRADE – presenter Dr Robin Mann, Bahrain
- February 18-19, 2010: Benchmarking Roadshow, Mumbai, India
- February 21-22, 2010: Professional Benchmarking – TRADE – presenter Dr Robin Mann, Kuwait
- February 25-26, 2010: Professional Benchmarking – TRADE – presenter Dr Robin Mann, Singapore
- March 22-24, 2010: 4<sup>th</sup> International Quality Congress Middle East, United Arab Emirates

### Publications

BPIR.com Best Practice Management Briefs on Enterprise Risk Management, Supply Chain Management, Organisational Ethics, Strategic Performance Measurement in 2009.

For further information please contact Dr. Robin Mann at:  
[R.S.Mann@massey.ac.nz](mailto:R.S.Mann@massey.ac.nz)



## BCS Management Services

### *United Kingdom*

#### News

A new association has been formed between our company and Winning Moves Ltd who are the latest organisation to join the GBN, sponsored by BCS Management Services.

#### Benchmarking projects

- We carried out assessments in Public Sector using the new **Customer Service Excellence Standard** developed for the UK Cabinet Office which follows on from Charter Mark.
- Approaches were also made to explore the use of the **Customer Service Excellence Standard** in other countries, for use with their own membership organisations under local badging.
- We continued to promote **BPIR.com** within Europe and secured a trial with the UK Cabinet Office.
- We instigated a pilot study of the **Construction Lean Improvement Programme** between BRE in the UK and the Benchmarking Partnerships in Australia and are talking to other countries about their adopting the same programme under licence.
- We also brought together partners in Germany, the Netherlands and UK who made a proposal to the European Commission on the use of the **Corporate University Benchmarking Blueprint** and **Intellectual Capital Statements**.

#### Conferences and Events

- Back in April BCS Management Services (Terry and Brenda Pilcher) ran the Meet the **German KM Champions Study Tour** in conjunction with Bruce Searles, Benchmarking Partnerships and Peter Heisig, eureki.
- As part of the company's Key Membership of the British Quality Foundations we helped organise various events for the Public Sector Group. These included topics such as '**Maintaining Morale in the Public Sector**', '**Use of the Balanced Score Card**', '**Using the Customer Service Excellence Standard**', '**Use of Lean Six Sigma**', '**Business Excellence in the Public Sector**'.



- The company also attended various seminars and conferences including '**Driving Innovation in the Built Environment**' and '**Applying Lean Six Sigma to increase performance**'.

### Publications

The company has produced a joint paper with Professor Richard Dealtry of iPc Ltd on the use of the **Corporate Benchmarking Blueprint**, which will be delivered by Terry Pilcher at **the 4th International Benchmarking Conference** in Bahrain in October and at the **BIBB VET Workshop** in Germany in November.

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



### Best Practice Institute

#### USA

#### News

The Best Practice Institute is located adjacent to and derives benefit from a major research university. 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.

The hottest BM topic for the moment is on "Risk Management."

### Benchmarking projects and events

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

The Best Practice Institute supports the GBN sponsored Road Shows, next organized for February 2010 in Mumbai.

For further information please contact Dr. Robert Camp at:  
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## GBN Contact Details



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The GBN comprises benchmarking centres in the following countries:

Australia, Bahrain, Canada, Czech Republic, Dubai, Germany, Hungary, India, Ireland, Malaysia, Mauritius, New Zealand, Poland, Romania, Russia, Slovak Republic, Sweden, Switzerland, Taiwan, UK, and USA.

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