

Dear GBN Members

It is our pleasure to present to you the 13th issue of the GBNewsletter.

We are very happy to welcome the **new members** of our benchmarking community, the Intelligent Persian Consultants from Iran, TeamOne Consulting from Saudi Arabia, Gulf Lead Consultants from Kuwait as well as the Abu Dhabi International Centre for Organizational Excellence and the Ruler's Court of Ajman from the United Arab Emirates.

Recently two internal projects with high relevance for the future of the GBN were started. For a number of years the GBN has identified that a benchmarking award would be a valuable addition to the GBN's services to increase the awareness of benchmarking worldwide. The project **"GBN Award - Concept, Tools and Process"** aims to result in the development of such an award. The second project **"Future of Benchmarking - Benchmarking 2030" has the objective** to answer these questions: "How Benchmarking will look like in 2030 – and in between? What are the tools, methodologies and technologies that now benchmarkers can use to support organisations and economies to improve their outcomes?"

The **GBN Benchmarking Roadshow** conducted in Mumbai on 16 and 17 June 2010 was a great success. Impressions and highlights of the event are part of this issue.

By the end of 2009 the **GBN Board** was restructured and three new directors – Bruce Searles, Terry Pilcher and Suresh Lulla – were elected. We would like to thank the directors for providing us with latest information on their ideas, visions and planned activities for the upcoming period.

In addition, the GBN has been providing assistance to the Bahrain Quality Society to help them succeed in setting up a **Benchmarking Centre in Bahrain**. They are currently awaiting feedback from the Prime Minister's Court.

Our **19th Annual General Meeting** and the **5th GBN International Benchmarking Conference** will be held in Kuwait from 3 – 6 December 2010 by courtesy of Gulf Lead Consultants. Both events will provide an excellent opportunity to share benchmarking knowledge and best practices. Please add these dates to your diaries!

The last part of the newsletter contains **news from the GBN Secretariat** and outlines some ideas how the GBN can use **social media platforms** to collect and share best practices in benchmarking.

Enjoy reading and happy benchmarking!



Ronald Orth
GBN Secretary



Robin Mann
GBN Chairman

GBN Membership

New Members



Ruler's Court of Ajman (United Arab Emirates)

Ruler's Court of Ajman was established in 2002 to manage all financial and administrative affairs for the Ruler's Court and the local government. Furthermore it has the tasks to administer the annual budget of the government as well as to update all local government administrative legislations. The vision of the Ruler's Court is to become the most distinguished local government financially, administratively and technologically in the region.

Mission

The optimum use of the financial and human resources, to achieve the desired goals, and make financial and administrative decisions and circulation, to submit recommendation of the project, regulations and policies to the concerned parties. Also to follow-up its implementation at the government departments. And apply it at the Ruler's Court of Ajman.

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Abu Dhabi International Centre for Organizational Excellence (United Arab Emirates)

The Abu Dhabi International Centre for Organisational Excellence was established in 2007 to serve organizations seeking to excellence. ADICOE promotes performance excellence at personal, interpersonal, managerial and organizational levels. The vision of this organization to be a favourite hub for personal and organizational excellence regionally and globally.

Mission

To provide knowledge, skills and technology necessary to manage change at both personal and organizational levels through the optimum utilization of expertise available locally regionally and internationally

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Intelligent Persian Consultants (IPC), Iran

IPC has been established in 2003 with the main activity in management consultancy & IT solutions. Now we are working on several projects. One of them is about “measuring, analyzing & benchmarking financial results & productivity indicators” which is known as “Asian Benchmarking Centre”. At the beginning, in this center we have prepared a comprehensive database of more than 500 Iranian companies’ financial results & productivity measures with the purpose to measure and analyse them through a web base solution which is designed by our experts. We are trying to help companies to be aware of their productivity indicators and to care about its trend. Simultaneously, we are preparing the average of industry and sectors as well as studying changes of this trend and ranking all members in their sectors.

Mission

Developing ICT infrastructures and rapid growing number of members nationally and internationally by focussing on benchmarking of performance key indicators.

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TeamOne Consulting / KSA Benchmarking Network, Kingdom of Saudi Arabia

TeamOne – founded in 2006 – is an independent management and financial consultancy that provides eminence solutions for modern businesses. Recently BenchmarKSA (Saudi Benchmarking Network) was established under the umbrella of TeamOne Consulting as a specialized benchmarking service provider that will attract members from Saudi public as well as private organization.

Mission

To contribute to the success of organizations in Saudi Arabia through facilitating benchmarking studies across all industries and functions

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Gulf Lead Consultants, Kuwait

A Kuwaiti company founded in 2005 by Dr. Tariq Aldowaisan. GLC provides consulting, training, and coaching services in selected industrial engineering and management areas.

Mission

Provide international-calibre consultation, training, and coaching services in industrial engineering and management; in different market sectors including oil and gas, government, communication, and logistics and manufacturing; through home-developed local Professionals.

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GBN Projects

As a result of the AGM 2009 two project ideas were developed. By the end of March 2010 detailed proposals for both projects were circulated among all GBN Members. Both applications were accepted and the projects are going ahead now.

Project 1 - GBN Award

For a number of years the GBN has identified that a Benchmarking Award would be a valuable addition to the GBN's services to increase awareness of benchmarking worldwide. This project aims to result in the development of such an Award. A pilot run has been initiated for the GBN Benchmarking Award, by BestPrax as part of the 2010 GBN Roadshow. The evaluation of the pilot run will not only consist of a review of the proposed awards process but also consider other alternatives too. The overall purpose of this project is to develop a GBN awards process that can be agreed to by all members at the next AGM.

Dr Robin Mann recently provided feedback on the project to the GBN board:

The work we have conducted so far on the projects is as follows:

1. Bruce Searles and I delivered presentations, facilitated workshops and judged the BestPrax Awards at India's BestPrax Conclave organised by Suresh Lulla. The event was extremely successful. We judged 16 best practice presentations and the standard was very high. It was probably one of the best events I have attended anywhere - the amount of knowledge sharing was impressive. Suresh did a fantastic job!
2. As a result of the success of the event and the process that was followed in India we do recommend India's award process for other GBN countries. However, we intend to develop a flexible approach which enables countries to follow the full process as used by India or a simpler process (as we recognise that not all countries would be prepared to put the same level of investment/effort into the awards).
3. The GBN will encourage countries to use the proposed approach - therefore have a national best practice/benchmarking award.
4. We are then proposing that the national awards will feed into the GBN global best practice/benchmarking award. For this we will need to have an awards committee set up to review Submissions. Those that are considered to be the best will be then invited to the GBN Conference and judged at the conference itself. The platform for submission is proposed to be the BPIR.com so that organisations can submit their best practices on-line with photographs and videos. This will also mean, with their permission, that these best practices can easily be shared around the world.
5. We plan to announce the launch of the awards at the Dubai conference and the first awards to be given at the 2011 conference.

6. In August we will share the proposed plan to all GBN members for their assessment/comments so that approval can be reached at the AGM in December. This will allow us to have further debate and refinement of the process when at the Roadshow in June (plus get the views of other GBN board members).

There is a lot of work to be done in terms of defining the process used in India, making modifications as required, developing the GBN award, and how it could look on the BPIR, defining the criteria for best practice awards (we will have a different topic each year) + benchmarking award (to assess the best deployment of benchmarking within an organisation).

We are very confident that the GBN Roadshow in India will be a big success as organisations that attended the Conclave are very likely to attend the Roadshow. At the Roadshow the final judging for India's award will be undertaken by all the GBN members that attend. Dr Robert Camp will present the award creating maximum publicity.

Photographs from the Mumbai BestPrax Conclave, held in May, are shown below.



The three judges:

Bruce Searles,
Robin Mann and
Suresh Lulla

(from left to right)



Project 2 - Future of Benchmarking- Benchmarking 2030

This project will answer the following questions - *How will Benchmarking look like in 2030* – and in between? What are the tools, methodologies and technologies that Benchmarkers can use now to help organisations and economies to improve their outcomes?

The main outcome will be reported on results of a Roundtable at end 2010 – as part of the Dubai GBN AGM and Annual Conference. The project will investigate the use of benchmarking and the future use of benchmarking techniques. It will connect Benchmarking experts with people from politics, science as well as companies discussing the use and future use of benchmarking (e.g. survey, roundtable discussion, delphi study). Key parties of the project are Bruce Searles (project leader), Dr Robin Mann and Dr Holger Kohl.

There will also be a qualitative survey of all GBN Members regarding the future of benchmarking, including the use of new social media, whereby members can also ask specific clients or associates to participate in the survey. It is intended that a report of the outcomes from this project will be published by the GBN in early 2011. The questionnaires are available at <http://www.benchmarkingpartnerships.com.au/home.htm>

For further information please contact Bruce Searles at bruce@benchmarkingpartnerships.com.au



Cooperation with Bahrain's Prime Ministers Court and the Bahrain Quality Society

THE KINGDOM OF BAHRAIN
PRIME MINISTER'S COURT



مملكة البحرين
ديوان سمو رئيس الوزراء

In the interest of co-operation and after a friendly discussion coming from the 4th International Benchmarking Conference in Bahrain, the Global Benchmarking Network, Bahrain Quality Society and Prime Ministers Court have, on the basis of perceived mutual benefit, reached an agreement of cooperation. The government is interested to provide greater support to "benchmarking" and potentially creating a "Benchmarking Centre". The co-operation will be generally concerned with the transfer of benchmarking knowledge and services from GBN members to the Bahrain Quality Society and Prime Ministers Court.

At the end of February, Dr Robin Mann visited Bahrain to support the Bahrain Quality Society's initiative for a benchmarking centre. Robin met with the Prime Minister's Court and encouraged the Minister to consider favourably the Bahrain Quality Society's proposal.

The current position is that the Prime Minister's Court is still reviewing the proposal and working with the Bahrain Quality Society to obtain a successful outcome. If the proposal is accepted the GBN is likely to play a role in developing the Centre's capabilities and services.

The photos below show Dr Robin Mann signing the Memorandum of Understanding with the President of the Bahrain Quality Society – Dr Khalid.



GBN Roadshow No. 2 – A Great Success



The GBN Benchmarking Roadshow conducted in Mumbai on 16 and 17 June 2010 was a great success. This was evidenced by a number of factors:

- Attendance by over 150 delegates
- Despite heavy monsoonal rain and transport issues the large majority of delegates attended all sessions
- Delegates participated enthusiastically in the practical workshops as part of the Roadshow and also the Question and Answer sessions
- Some delegates asked when the next Roadshow can be held in India
- A large number of delegates sought one-on-one discussions with various Roadshow speakers
- The Roadshow is now leading to the next step for Benchmarking in India i.e. a Certificate Training Course for Benchmarking Practitioners, and consideration also of other benchmarking services via the BestPrax Club also involving GBN Directors
- Interaction between GBN speakers and with Directors of BestPrax Club as well as Trustees of Qimpro Foundation
- Various articles in the widest circulating business newspaper in India

We are certain that the knowledge in India regarding how to do benchmarking well has grown considerably as a result of the Roadshow.

Key features of the Mumbai Roadshow were:

- Keynote by Dr Robert Camp, GBN Lifetime President
- Synchronised presentations from GBN Directors Dr Robin Mann (Chairman), Dr Holger Kohl, Suresh Lulla, Bruce Searles and a presentation also by former GBN Vice Chairman Navin Kapoor.
- 7 presentations on Best Practices from Indian organisations – setting a benchmark for focused knowledge transfer at 15 minutes for each presentation
- Lead up events such as a one-day workshop delivered by Bruce Searles on 30 October 2009 and a BestPrax Conclave facilitated by Dr Robin Mann and Bruce Searles on 29 and 30 April 2010. This Conclave trialled the BestPrax Awards process to select the 7 presentations from Indian organisations for the Roadshow and is a potential forerunner for the GBN Awards to be launched at the next Annual Conference
- The extraordinary effort by the GBN speakers (particularly Dr Camp) to arrive in Mumbai in good time for the Roadshow
- The very useful partnership between BestPrax Club and Benchmarking Partnerships (on behalf of the GBN) from incubation to delivery over the past 9 months

If GBN Members would like to host a Roadshow in their own country please go to the GBN website at <http://www.globalbenchmarking.org/new-gbn-roadshow> for more details and answers to questions you may have - and GBN will bring the Benchmarking experts to you.

GBNewsletter No. 13



2nd GBN Roadshow – Selected Photos



Global Benchmarking Network (GBN) Directors and Members:
R. Mann, N. Kapoor, B. Searles, S. Lulla, B. Camp, H. Kohl
(from left to right)



Hinduja Hospital receiving their BestPrax Benchmark Rating
Certificates



Castrol receiving the BestPrax Compass (for outstanding score
achieved through the 4 stage competition process)



Tata Power receiving the BestPrax Benchmark
(for the highest overall score achieved)



More than 150 delegates participated enthusiastically in the practical workshops as part of the Roadshow and also the Question and Answer sessions

More photos are available at <http://picasaweb.google.co.in/bestpraxclub/2ndGBNRoadshow#>

Review: 18th Annual General, 25-26 October 2009, Bahrain.

18th Annual General Meeting of the GBN

All participants gave their support to ensure a very productive AGM that has clarified the future direction and perspective of the GBN. As usual, all details on planned events and activities can be found in the minutes of the meeting in the members section of the GBN website:

www.gloalbenchmarking.org .



Photo shows GBN Members and Representatives from the Bahrain Quality Society at the 4th IBCON.

4th International Benchmarking Conference (IBCON-4)

This conference, organised by the Bahrain Quality Society, brought together various leading organisations and business professionals from around the globe. The speakers and partners of the conference were well known experts, researchers and benchmarking practioners from all over the world. We sincerely hope that other upcoming GBN events are going to be equally fruitful and memorable. Therefore we are looking forward to the next gathering of the GBN community again in 2010.

Conference papers and presentations from the 4th International Benchmarking Conference are available at :

<http://gbn.bahrainquality.org/>



19th Annual General Meeting, 3-4 December 2010, Kuwait



GLC (Gulf Lead Consultants) is hosting the 19th Annual General Meeting of the Global Benchmarking Network, by courtesy of Dr Tariq A. Aldowaisan (see picture left).

Please record these dates in your diary right now. It is extremely worthwhile attending the AGM and International Benchmarking Conference to learn how the GBN can benefit your own organisation.

The agenda for the AGM will be issued by the end of October 2010. If you have any topics or presentations that you would like to give at this meeting please inform Dr Robin Mann (R.S.Mann@massey.ac.nz)

5th International Benchmarking Conference, 5-6 December 2010, Kuwait



Kuwait Towers

We would like to thank Gulf Lead Consultants for hosting the 5th International Benchmarking Conference.

This conference will be once again an excellent platform for sharing and exchanging views, ideas, experiences and techniques involved in attaining higher performance levels in organisational operations.

If you would like to give a presentation on benchmarking, best practices or business excellence at the conference, please forward an abstract of the presentation to Dr Robin Mann by 15th August 2010.

The presentation should give insights into how benchmarking, best practice or business excellence is being used - with practical examples. Remember most of the delegates from Kuwait will be new to benchmarking – therefore make sure your presentation is relevant to their needs. The presentations we receive by 15th August are more likely to be selected for the main conference stream (late presentations are more likely to go into side-streams).

For further information please visit the conference website:

<http://www.kuwaitbenchmarking.com/>

New structure of the GBN Board

Until 2008/09 the GBN board consisted of five members (Chairman, Secretary, Vice Chairman and two additional members). It was considered that the current structure was not as effective as it could be as the "two additional members" did not have clear roles and responsibilities. To increase the effectiveness of the board and to ensure the goals of the GBN are achieved a decision was made to expand the number of board members to 6 members.

- Chairman
- Vice Chairman
- Secretary
- 3 Directors:
 - Membership Growth and Marketing (Terry Pilcher)
 - Business Development (Bruce Searles)
 - Membership Retention and Engagement (Suresh Lulla)

Members of the GBN Board

 Dr Robin Mann Chairman	 Ronald Orth Secretary	 Dr Wafi Dawood Vice Chairman
 Suresh Lulla Director Membership Retention and Engagement	 Terry Pilcher Director Growth and Marketing	 Bruce Searles Director Business Development

We would like to thank the directors for providing us with the latest information on their ideas, visions and planned activities for the upcoming period:

Suresh Lulla, Director Membership Retention and Engagement

In my role I will be reviewing and advising on the GBN's services to increase membership retention and engagement - therefore if any GBN member has ideas or thoughts in this area please let me know. In the short-term, with the consultation of other board members, I have set some key objectives:

- To develop a GBN Global Benchmarking Award
- To conduct a pilot competition for the conceptualized Award, in India
- To review the Award features and process with Dr Robin Mann and Bruce Searles
- To scale-up the refined version of the competition for the Award, in at least three more countries in 2010
- To engage GBN members in a social media resource.

Looking forward to working closely with you!

Suresh Lulla (suresh@bestpraxclub.com)

Bruce Searles, Director Business Development

My role is to work closely with the other members of the GBN Board to encourage new, existing and potential future GBN Members to actively participate in developing and implementing strategic benchmarking activities. In this way we will make benchmarking well known as the vital tool for organisations to use to implement large and sustainable improvements. At the same time the GBN and its Members will be an indispensable asset for these organisations, governments, peak bodies and industry leaders to help the proper and effective implementation of benchmarking to further strategic goals.

To fulfil my role I will –

- Implement GBN Roadshows in India, Saudi Arabia and other countries, building on the success of the first Roadshow in Canada in April 2008. I will also be looking to continually enhance the Roadshows to engage practitioners and also to conduct Roadshows in non-Member countries
- Lead the completion of the GBN Benchmarking 2030 project to look at the long term future for benchmarking and conduct GBN's first Roundtable as part of the GBN Annual Meeting and Conference in Dubai in late 2010

- Participate actively in the project to develop the GBN Benchmarking Award
- Work with other GBN Members to deliver specific activities such as the Knowledge Management study tour in Germany in 2009, KM study tour in Japan in 2010, Best Practice Conclave in India in April 2010, Benchmarking Conference in Fiji in May 2010

I would like to hear from any Members who have innovative ideas for activities the GBN could initiate to promote benchmarking and its effective implementation. Any new Members can come to me for help and I will initiate with other GBN Members the design of a solution for them.

Looking forward to working closely with you!

Bruce Searles (bruce@benchmarkingpartnerships.com.au)

Terry Pilcher, Director Growth and Marketing

In my role of Director of Membership Growth and Marketing, I have set some key objectives:

- Encourage the recruitment of new GBN members through existing members' networks as well as through various direct marketing efforts.
- Marketing the GBN brand and benchmarking through usual marketing methods using GBN activities as a platform for publicity.

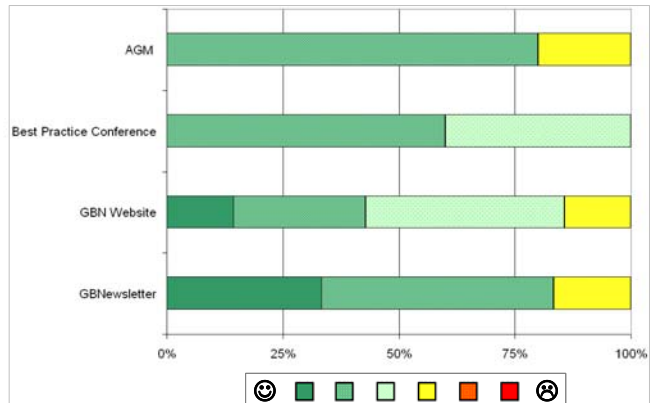
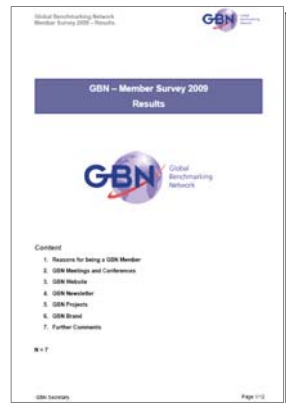
If any GBN member has additional ideas or thoughts regarding these topics please let me know.

Terry Pilcher (BCSMgt@aol.com)

News from the Secretary

During the last AGM Ronald presented the findings from the **GBN Member Survey**. The detailed results were circulated in December 2009 and the final report is available at the internal area of the GBN website:

www.globalbenchmarking.org



The Secretariat has updated the **GBN Flyer** recently. The flyer and further actualized documents (e.g. Memorandum of Understanding, GBN Admission Questionnaire) are available at www.globalbenchmarking.org



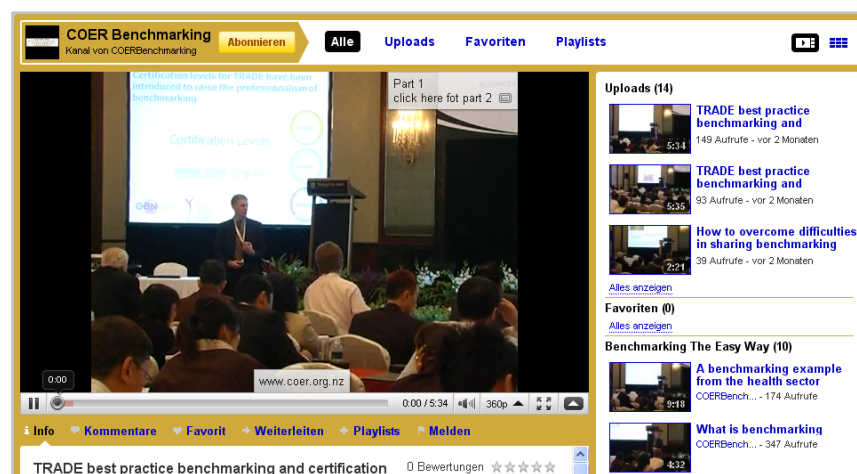
Available now: **Global Survey on Business Improvement and Benchmarking**. This study, conducted by the Global Benchmarking Network, identified the current and future trend of business improvement tool use and clarified the critical success factors for benchmarking. The publication is the most comprehensive global study of benchmarking that has been yet undertaken. We'd like to thank all participants of the survey and all GBN members for their support and valuable input.

Benchmarking and Best Practices at YouTube



Robin has posted some YouTube videos on benchmarking at <http://www.youtube.com/coerbenchmarking>. We think videos are an excellent medium for sharing information and for publicity purposes. Robin made the suggestion to start to collect such videos and to host them on the GBN and BPIR.com website. We have to ensure that at our conferences all presentations are recorded. This will be a particularly useful way to collect and share best practices.

For further information please contact Robin Mann: R.S.Mann@massey.ac.nz



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The GBN comprises benchmarking centres
in the following countries:

Australia, Bahrain, Canada, Czech
Republic, Germany, Hungary, India, Iran,
Ireland, Kuwait, Malaysia, Mauritius, New
Zealand, Romania, Russia, Saudi Arabia,
Sweden, Switzerland, Taiwan, UAE (Abu
Dhabi, Ajman, Dubai), 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.**

