

GBNEWSLETTER

Issue No. 14 (August 2011)

Global Benchmarking Network



Dear GBN Members

It is our pleasure to present to you the 14th issue of the GBNewsletter.

We are very happy to welcome the two **new members** of our benchmarking community: DGQ Best Practice Ltd. from Germany and Business Excellence Chile Ltd from South America.

The **20th Annual General Meeting** and the **6th International Benchmarking Conference** of the GBN will be held 19/22 November 2011 by courtesy of Dubai Quality Group. The location is still undecided (it may be held in Doha, Dubai or Abu Dhabi). Both events will provide an excellent opportunity to share benchmarking knowledge and best practices. Please add these dates to your diaries!

The latest findings from the 2011 Baines & Company **"Management Tools and Trend Report"** provides good news for the GBN as benchmarking has been ranked the 'Number 1 Management Tool' in 2010. Besides these results this issue also outlines the current state of the **GBN survey on the Future of Benchmarking** and also provides impressions and highlights of some **GBN related events**, e.g. the latest meetings in Kuwait and BestPrax Conclave in Mumbai

The last part of the newsletter contains an overview on **upcoming conferences** and the latest **news from the GBN Secretariat**. This section outlines the recent activities and introduces Mr. Oliver Riebartsch as a new member of our team and contact point for the GBN.

Enjoy reading and happy benchmarking!

A handwritten signature in black ink, appearing to read 'Ronald Orth'.

Ronald Orth
GBN Secretary

A handwritten signature in black ink, appearing to read 'Robin Mann'.

Robin Mann
GBN Chairman

NEW GBN MEMBERS

GBN Membership

Business Excellence Chile Ltd. Chile



Business Excellence Chile was created in 2010. We are a consulting and advisory organization specializing in Management Excellence and Strategic Management dedicated to generate sustainable value in time for our customers.

Vision: To be recognized as the leader in full service management consulting excellence, differentiated by service quality and high performance of our consultants.

Mission: Promote and encourage the development of business processes and implementation of management concepts, quality and excellence, providing consulting services under the focus of increased productivity and competitiveness of the customer, backed by a team of high performance.



Contact

Jorge Román
Business Excellence Chile Ltd. (Chile)
Email: jroman@businessexcellence.cl
Web: www.businessexcellence.cl

DGQ Best Practice Ltd. Germany



DGQ Best Practice Ltd. was founded in April 2010. We offer knowledge-based services aiming at innovation and performance improvement of organisations.

Vision: We are the German trust-center for professional and high quality benchmarking and knowledge services.

Mission: We improve innovation capacity and performance of our customers by applying benchmarking and best practices.



Contact

Christiane Georg
DGQ Best Practice Ltd. (Germany)
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Web: www.dgg-bestpractice.com

REVIEW KUWAIT 2010

5th International Benchmarking Conference

19th Annual General Meeting

By courtesy of Dr Tariq A. Aldowaisan, GBN Member GLC (Gulf Lead Consultants) has hosted the 19th Annual General Meeting and the 5th International Benchmarking Conference 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.globalbenchmarking.org.

The annual benchmarking conference brought together leading organisations and business professionals from all over the world. The speakers and partners of the conference were well known experts, researchers and benchmarking practitioners. We sincerely hope that other upcoming GBN events are going to be equally fruitful and memorable. Therefore we are looking forward to the next events of the GBN community again in 2011.

Conference papers and presentations from the 5th International Benchmarking Conference are available at <http://spatialco.com/bm2010/>.

Photos: (1) Dr Tariq A. Aldowaisan, (2) Attendees of the 5th International Benchmarking Conference, (3) GBN Members at the Conference and (4) GBN Members at the AGM; from left to right: Osama Salih, Jorge Román, Bruce Searles, Dr Robin Mann, Ahmed Abbas, Ronald Orth, Dr Holger Kohl, Suresh Lulla and Terry Pilcher.



OUTLOOK – SAVE THE DATE

6th International Benchmarking Conference

20th Annual General Meeting of the GBN

International Benchmarking Conference and Annual General Meeting of the GBN 2011

The Dubai Quality Group is hosting the 20th Annual General Meeting of the Global Benchmarking Network, 19-20 November, and the 6th International Benchmarking Conference, 21-22 November. The location is still undecided – it may be held in Doha, Dubai or Abu Dhabi.

Please record these dates in your diary now. It is 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 2011. 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).

The 6th International Benchmarking 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 30th September 2010.

The presentation should give insights into how benchmarking, best practice or business excellence is being used - with practical examples

Further information will be available soon at <http://www.globalbenchmarking.org/events/int-benchmarking-conference>



Photos from the successful GBN Benchmarking Conference in Dubai 2007:



GBN ACTIVITIES AND MEMBER NEWS

Best Prax Conclave

Review: Best Prax Conclave, 9 July 2011, Mumbai (India)

The Conclave provided a compact and unique opportunity for senior and middle level managers to understand benchmarking and global practices for business excellence.

Within the Conclave short-listed Indian organizations presented their best practices for Customer and Market Focus, Measurement, Analysis and Knowledge Management, Cost of Poor Quality and Human Resource Focus.

The overall winner was the YES Bank for its talent acquisition process. As a new bank, started in 2004, it has shown tremendous growth which has only been possible by recruiting and training the best staff. It specifically targets the best business schools to get the best recruits. The bank provides extensive support to potential and new recruits to ensure they join the bank and contribute quickly to the bank's success.

Photos:

1. Suresh Lulla, BestPrax Club .
2. A runner up with the two judges with Dr Robin Mann representing the GBN.
3. YES Bank – winner of the overall prize.

Pictures and further details are available at <http://www.bestpraxclub.com/conclave/index.aspx> or you can contact Suresh Lulla: suresh@bestpraxclub.com or Dr Robin Mann: R.S.Mann@massey.ac.nz for additional information.



GBN ACTIVITIES AND MEMBER NEWS

BenchmarkIndex: Cooperation Fraunhofer IPK and Winning Moves

BenchmarkIndex: Cooperation Fraunhofer IPK and Winning Moves

GBN members Fraunhofer IPK and Winning Moves continue to make excellent progress in spearheading the set up benchmarking centres around the world. The two organisations have been working in partnerships for the past 10 years and impressive development progress is continuing in 2011.

The latest project sees them working to develop a benchmarking centre in Bosnia and Herzegovina in collaboration with local consultancy LESPnet to implement the Benchmark Index nationally. The project is an important element in the European Commission's implementation plans for the countries of South East Europe. It is also being closely supported by the Norwegian Embassy in Sarajevo.

The integrated business support service being created is based on the Benchmark Index model developed and operated in over 20 countries worldwide, please see attached map for details. The service has now been operating and growing for more than 15 years.

The service will be used to support a variety of sectors strengthen their. Work is well progressed towards creating the Bosnian version of the system (the system is designed to facilitate this), using local language, currency and branding. The business advisers chosen to use this powerful tool have already started the in depth training journey to develop the required knowledge and help their clients gain maximum benefit from the service in the form of more sales, greater profit and business growth.

The service will be formally launched in Sarajevo in May 2011; following which 100 carefully selected businesses will have the chance to experience the service during the first year.

The next region that will adopt Benchmark Index is Beijing in China. Work is due to commence on the system development in July, with the launch scheduled for the fourth quarter of 2011. With numerous other Government and business support bodies in discussion with Fraunhofer and Winning Moves, the next few years promise to be a busy and exciting time for the service!

BenchmarkIndex

For further information, please visit www.benchmarkindex.com. The website was re-launched recently.

Alternatively, please contact Holger Kohl holger.kohl@ipk.fhg.de at Fraunhofer IPK or Mark Modena at Winning Moves marka@winningmoves.com.



GBN ACTIVITIES AND MEMBER NEWS

The Future of Benchmarking: GBN Project „Benchmarking 2030“

GBN Project on the “Future of Benchmarking”

The GBN has been working on extensive data collection and feedback from GBN Members and Benchmarking Practitioners across the Globe in undertaking a landmark research project on the future of benchmarking and the future role of the GBN up until the year 2030. The draft report is now in its final stages of preparation by the Project Team of Bruce Searles (Team Leader, Australia), Dr Holger Kohl (Germany) and Dr Robin Mann (New Zealand).

The report will form a good basis for longer term and shorter term strategic planning by the GBN at our AGM this year as there are number of alternative future directions that the GBN can take plus some tactical options that have been instigated by the feedback received during the extensive process of data capture for this report. The report is also very relevant to the current global financial downturn and natural weather extremes and other disasters eg what are countries doing about it? How do they plan for and reduce the impacts?

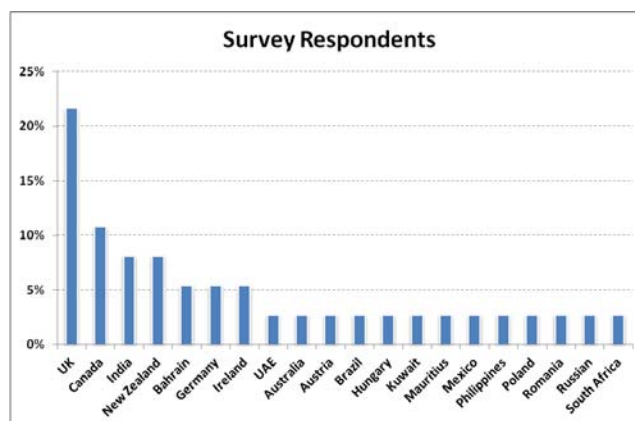
GBN aims to publish the report in early 2012 as the report will be a great value to benchmarking practitioners and strategic leader decision-makers.

The following consultative program will be undertaken:

- Final Draft from Project Team by end August 2011
- GBN Directors feedback by mid-September 2011

- Tabled to all GBN Members by end September by for discussion and strategic planning at the AGM - this hopefully will encourage more Members to attend the GBN
- A Roundtable at the 2011 Conference to discuss the findings and future directions plans for GBN and the implications for Benchmarkers more generally

This project focused to answer the following questions - What 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? What is the role of Benchmarking in consideration of Global Megatrends? What is the future role of the GBN? The following chart shows the feedback to the questionnaire from various countries:



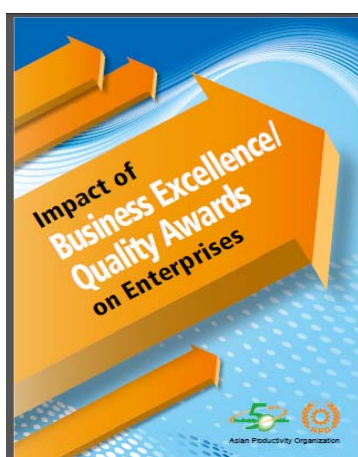
For further information please contact Bruce Searles at bruce@benchmarkingpartnerships.com.au

GBN ACTIVITIES AND MEMBER NEWS

COER and BPIR

The Centre of Organisational Excellence Research (COER) and BPIR.com Limited have been working on a number of activities over the last few months that will be of interest to members.

Firstly, COER's research into the "Impact of Business Excellence" has been published by the Asian Productivity Organisation. The report, in full, can be downloaded for free from the APO's website at <http://www.apo-tokyo.org/> in the publications section. The research was undertaken in India, Japan, Republic of China, Singapore and Thailand. It was the most thorough study that has been undertaken in business excellence in Asia. It involved spending time in each country and obtaining the views and data from business excellence award winners. In total 73 organisations participated. The findings from the study indicate that organizations are wise to invest in business excellence.



Secondly, BPIR.com Limited has initiated a project to design a benchmarking portal that collects benchmark data for business excellence result categories. It is intended that this is a simple system that will encourage maximum participation by organizations around the globe (particularly those that are familiar with business excellence). Already, a number of GBN members (Bahrain, Canada, Chile, India, Iran, Kuwait, Saudi Arabia,

UAE and UK) are providing their feedback on the design of the system.

BPIR.com is provided free to members – 2 passwords per GBN member. Please take advantage of this offer and participate in the networking facilities provided. The BPIR.com can be used to promote your activities and you may include articles on the BPIR, in the latest news section, <http://www.bpir.com/news-benchmarking-quality-business-excellence/>.

Finally, COER's Best Practice Benchmarking training and certification scheme continues to be popular. In the last few years, working with GBN members, workshops have been held in Bahrain, Chile, China, India, Iran, Fiji, Kuwait, New Zealand, Thailand, Singapore and UAE. This has led to many more people being able to apply benchmarking effectively. We are now looking to provide greater support to those trained in benchmarking – for instance so they can contact and share experiences with each other. Ideas on this are welcomed.



For more information on COER/BPIR initiatives and/or to participate in the benchmarking portal project contact Dr Robin Mann, r.s.mann@massey.ac.nz.

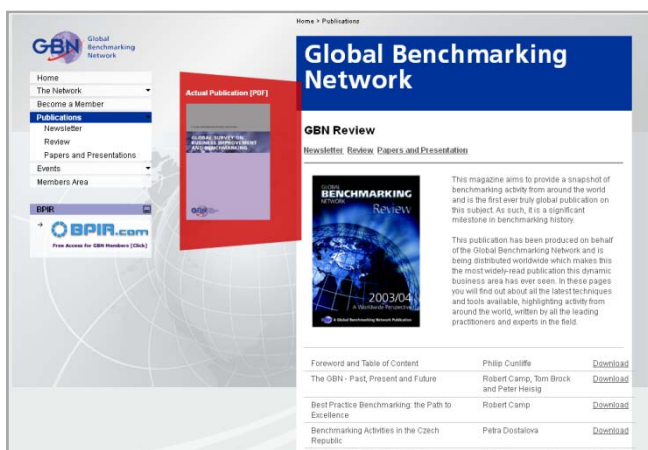
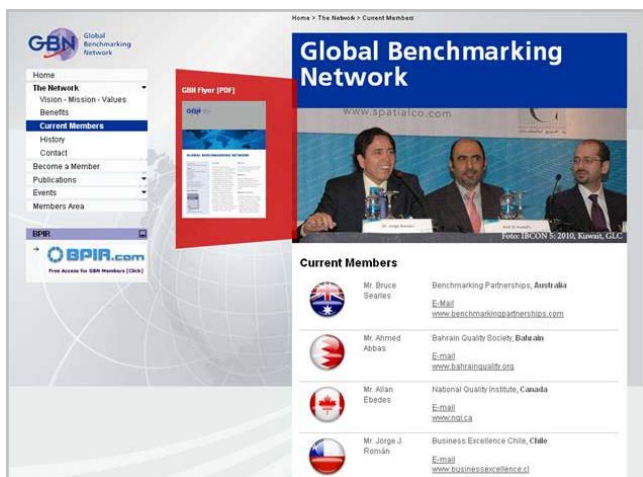
GBN SECRETARIAT

News from the GBN Secretariat

Recently we have updated the Corporate Design of the GBN and harmonized publications and other marketing resources. The latest milestone was the re-launch of the GBN website (www.globalbenchmarking.org) in August 2011.

If you have any questions or feedback please contact Ronald Orth at ronald.orth@ipk.fraunhofer.de

New GBN website



Oliver Riebartsch – the new contact point at the GBN Secretariat in Berlin

Oliver is a senior researcher at Fraunhofer IPK, Berlin/Germany. He studied Mechanical Engineering and Business Administration at the RWTH Aachen University and finished his studies with the degrees Dipl.-Ing and Dipl.-Wirt.-Ing. In winter 2010, Oliver joined the Division of Corporate Management at Fraunhofer IPK as a senior researcher.

Since then he involved in several national and international Benchmarking Projects and was responsible for their realisation. His primary research interests are in the area of Benchmarking, Performance Management, Quality Management, BSC, in both the public and private sector as well as in the industry and service sector.



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BENCHMARKING: MANAGEMENT TOOL NO. 1

Report on Management Tools and Trends 2011 by Bain & Company

Management Tools & Trends 2011

When Bain and Company asked executives to state their top priority, one theme dominated: growth. Executives are shifting away from downsizing and outsourcing toward innovation, scenario planning and pricing optimization.

But nearly 60 percent of them remain concerned that the effect of the recession on consumer behavior will linger for at least three more years. The question is: What will it take for companies to accelerate faster than the competition?

The latest findings from the 2011 Bain & Company Management Tools Report provides good news for the GBN as Benchmarking has been ranked the No. 1 management tool in 2010.

Benchmarking has been ranked the second time in a row after 2008 as no. 1 (in 2006 survey: No. 4 - 2000: No. 3 and 1993: No. 5).

The following diagram is Benchmarking's usage within organisations as part of their review of the top 25 strategic management tools (responses from over 1,500 executives informed these findings).

Bain & Company has been tracking executive perceptions of the business environment and resulting management tool preferences since 1993. This chart shows results from five of the 13 surveys conducted during that period.

For more details follow this link:

<http://www.bain.com/publications/business-insights/management-tools-and-trends-2011.aspx>

Top 10 Management Tools				
1993	2000	2006	2008	2010
1 Mission and Vision Statements	1 Strategic Planning	1 Strategic Planning	1 Benchmarking	1 Benchmarking
2 Customer Satisfaction	2 Mission and Vision Statements	2 CRM	2 Strategic Planning	2 Strategic Planning
3 TQM	3 Benchmarking	3 Customer Segmentation	3 Mission and Vision Statements	3 Mission and Vision Statements
4 Competitor Profiling	4 Outsourcing	4 Benchmarking	4 CRM	4 CRM
5 Benchmarking	5 Customer Satisfaction	5 Mission and Vision Statements	5 Outsourcing	5 Outsourcing
6 Pay-for-Performance	6 Growth Strategies	6 Core Competencies	6 Balanced Scorecard	6 Balanced Scorecard
7 Reengineering	7 Strategic Alliances	7 Outsourcing	7 Customer Segmentation	7 Core Competencies
8 Strategic Alliances	8 Pay-for-Performance	8 Business Process Reengineering	8 Business Process Reengineering	8 Change Management Programs
9 Cycle Time Reduction	9 Customer Segmentation	9 Scenario and Contingency Planning	9 Core Competencies	9 Strategic Alliances
10 Self-Directed Teams	10 Core Competencies	10 Knowledge Management	10 Mergers and Acquisitions	10 Customer Segmentation
BAIN & COMPANY				
Roll over to see tool ranking trends Click to see usage vs. satisfaction				

CONFERENCES & EVENTS

Benchmarking and Business Excellence

Benchmarking for Performance and Best Practice (4/5 December 2011, Kuwait)

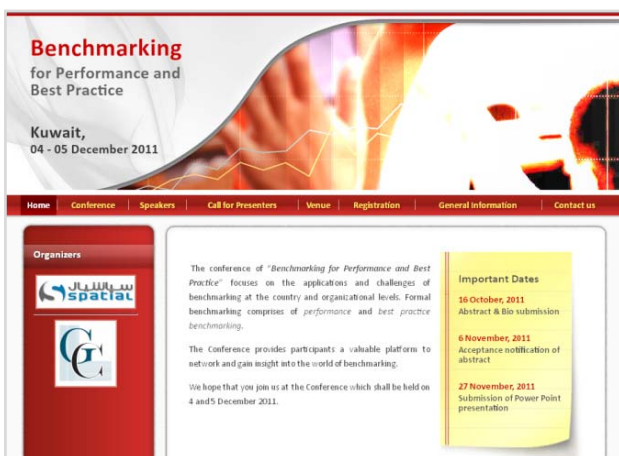
The conference of "Benchmarking for Performance and Best Practice" focuses on the applications and challenges of benchmarking at the country and organizational levels. Formal benchmarking comprises of performance and best practice benchmarking.

The Conference provides participants a valuable platform to network and gain insight into the world of benchmarking.

We hope that you join us at the Conference which shall be held on 4 and 5 December 2011 in Kuwait.

Important Dates

- Abstract & Bio submission (16 Oct. 2011)
- Acceptance notification of abstract (6 Nov. 2011)
- Submission of presentation (27 Nov. 2011)



For further information please contact Dr. Tariq A. Al-dowaisan (Gulf Lead Consultants) at tariq_a@glc-im.com or visit www.kuwaitbenchmarking.com/

MECCAward 2011 (13 October 2011, Ankara, Turkey)

The second round of MECCAward (Muslim Excellence & Competitiveness Corporations' Award) will take place on 13 October 2011 in Ankara, Turkey.

It will continue recognizing best practices in companies by running the award under supervision of governance board selected by ICCI (Islamic Chamber of Commerce and Industries) and it will be hosted by TOBB (Turkey Chamber of Commerce).

Winners of all national and regional awards in Islamic countries are welcomed to participate in MECCAward. Applicants are from different industries and sectors from manufacturing to service organizations.



You can find out more information about the Award process and background at www.meccaward.com or contact Shahriar Sharifi, GBN Member Intelligent Persian Consultant (Iran), at shahriar.sharifi.m@gmail.com

CONFERENCES & EVENTS

Benchmarking and Business Excellence

3rd Business Excellence Global Conference and 17th Asia Pacific Quality Conference (16-20 October, Singapore)

The Singapore Productivity Association (SPA) and SPRING Singapore in collaboration with Asia Pacific Quality Organization (APQO) and Asian Productivity Organization (APO) is organizing the 3rd Business Excellence Global Conference & 17th Asia Pacific Quality Conference, with the theme 'Productivity - Enabling Business Excellence'.

Organisations often wonder how they can become more productive and work within the constraints of limited resources. Leveraging on the business excellence journey will help organisations increase their productivity to maximise their resources and build an internal capability, to effectively grow the business.

The conference will be held from 17th to 20th October 2011 at the Marina Bay Sands and brings together leaders from premier business excellence initiatives, BE award winners from around the globe and subject matter experts in business excellence and quality who will share best practices and insights in managing organisations for success in today's globalized environment. This will provide participants with a unique opportunity to gain a global perspective on best practices in Business Excellence.



Further information are available at www.begcapqc.com or contact Dr Robin Mann at R.S.Mann@massey.ac.nz

CONTACT AND IMPRINT

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