

GBNEWSLETTER

Issue No. 15 (September 2012)

Global Benchmarking Network



Dear GBN Members

It is our pleasure to present to you the 15th issue of the GBNewsletter.

We are very happy to welcome the two **new members** of our Benchmarking Community: Mirza Associates Engineering Services (MAES) from Pakistan and Global Leadership and Benchmarking Associates (GLBA) from the USA.

The **20th Annual General Meeting** and the **6th International Benchmarking Conference** held in Dubai in the beginning of 2012 by courtesy of the Dubai Quality Group provided an excellent opportunity to share Benchmarking Knowledge and Best Practices. A summary of the two events is contained in the first section of this Newsletter.

In the following section of GBN activities and Member News the **Board of Members 2012 / 2013** is announced. We are most certain, that the intellectual property rights of the **Best Practice Institute** with its worldwide recognition and highly regarded presence will find interested colleagues among the scientific community. The **Benchmarking 2030 Report** is announced and the current **Project Pipeline** is presented.

We are glad to announce the **7th International Benchmarking Conference** as well as the upcoming **Best Practice Competition**.

Enjoy reading and happy Benchmarking!

A handwritten signature in black ink, appearing to read 'O. Riebartsch'.

Oliver Riebartsch
GBN Secretary

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

Robin Mann
GBN Chairman

NEW GBN MEMBERS

GBN Membership

Mirza Associates Engineering Services Pakistan



Mirza Associates Engineering Services (Pvt) Ltd. was established in 1986 by a group of highly qualified and experienced engineers, and since has been providing quality engineering services to its clients.

Vision: To provide highest quality engineering services, in a timely and cost effective manner on a national and international level.

Mission: To provide high quality consultancy services in the field of Electrical Power Engineering to meet the client's requirements and to provide the optimal solution.



Contact

Hasnain Reza Mirza
Mirza Associates Engineering Services (Pvt) Ltd.
(Pakistan)
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Web: www.maes.com.pk

Global Leadership and Benchmarking Associates (GLBA) USA



GLBA was established in 2011 as a performance excellence, performance management, and global benchmarking executive advisory and leadership driven consulting service.

Vision: To be "second to none" in implementing world-class performance excellence from anywhere on our planet.

Mission: To deliver excellence on the most demanding and challenging strategic and operational management issues on a global scale.



Contact

Dale F. Weeks
Global Leadership and Benchmarking (USA)
Email: rei89@msn.com
Web: <https://sites.google.com/site/dfglba/>

REVIEW DUBAI 2012

6th International Benchmarking Conference

20th Annual General Meeting



The 6th International Benchmarking Conference was launched on March 6, 2012 at Al Bustan Rotana Hotel, Dubai, under the patronage of H.H. Sheikh Ahmed bin Saeed Al-Maktoum, President of the Dubai Civil Aviation Authority, Chairman of the Emirates Group and Honorary Patron of the Dubai Quality Group. Held in cooperation between the Dubai Quality Group (DQG) and the Global Benchmarking Network (GBN) the conference lasted two days and brought together regional and international experts and specialists, who discussed ways and methods to utilize benchmarking standards to achieve corporate excellence.

The conference targeted a wide audience across all organizational levels, including DQG members, senior managers and professionals, consultants, researchers, business leaders and practitioners seeking result-oriented ideas and solutions for improving the performance of their organizations. It provided a great opportunity to network with benchmarking gurus from all over the world.

Saleh Janeeh said: "We are proud at the Dubai Quality Group to have an opportunity to organize this conference in collaboration with the Global Benchmarking Network in Dubai". He noted that the conference was in line with the vision and leadership of H.H. Sheikh Mohammed bin Rashid Al-Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, with the mission of developing the UAE as a center of excellence.

Janeeh pointed out that due to technological developments and globalization, progress of the society is measured in multi-fold ways and therefore, effective benchmarking has emerged as an important factor in organizations and business innovation. "Benchmarking helps sustain long-term success through continual comparison and learning. It is a strategic strength if practiced well and a fatal weakness if not pursued," he added.

REVIEW DUBAI 2012

6th International Benchmarking Conference

20th Annual General Meeting



Eng. Hani Hossni, Board Member of the DQG, stressed the importance of taking advantage of the conference, since it provides many opportunities and experiences. He said: "The practice of benchmarking enables organizations to learn how other organizations are responding to these changes and put forward effective strategies to gain benefits. Benchmarking is a tool that helps organizations reach the highest levels and apply best practices to improve the administrative work." He added: "The 6th International Benchmarking Conference is an ideal opportunity for everyone who wishes to improve performance at an individual and organizational level. We, at the Dubai Quality Group look forward to providing the business community with the latest and best ways to remain in the forefront in the field of quality and excellence."

Dr. Robin Mann, Chairman, Global Benchmarking Network (New Zealand), said that since the world was becoming more globalized, there is an increased need for benchmarking to address challenges like sustainability, level of inequality and issues like the current financial crisis. "We need Benchmarking to share Best Practices and learn from our mistakes. That is why there is a need

for an international Benchmarking Conference and we thank Dubai Quality Group for making this possible," he said.

H.E. Dr. Eng. Ali Mohamed Al-Khoury, Director General, Emirates Identity Authority (EIDA) said in a statement: "EIDA has always believed in the usefulness of commitment to work mechanisms that provide clear directions and support national goals. This will help the body reach strategic decisions that contribute to placing the United Arab Emirates in the ranks of developed countries at regional and international levels. Therefore, the EIDA has decided to sponsor and participate actively in the 6th International Benchmarking Conference, believing in its importance and the role it plays in supplying all sectors of the UAE with the necessary strategic thinking and precise vision to achieve desired and ambitious objectives."

Hanan Al-Braiky, Acting Manager of the Strategy and Corporate Excellence Department, Ajman Free Zone Authority, said that "We in Ajman Free Zone Authority are interested to access Best Practices and share successful experiences in the business world and want to contribute to this knowledge to meet the requirements of our strategic plan aimed at promoting sustainable development in the Free Zone. Organizationally, we are participating in the conference to keep abreast of cutting-edge management practices. As individuals, we would like to enrich ourselves with a view to excelling in the next stage of development, since the conference deals with effective business practices to ensure excellence and all-round success."

THE GBN BOARD OF MEMBERS

The new Board Members 2012/2013. The following will give an introduction of the Board Members 2012 / 2013, as elected at the 6th International Benchmarking Conference in Dubai.



Chairman

Robin Mann (New Zealand).

Founder and Head of the Centre for Organisational Excellence Research (Massey University).



Director Business Development

Bruce Searles (Australia).

Has been an Accredited Delivery Partner for Benchmarking with the Australian Quality Council and is Director of Benchmarking Partnerships.



Vice Chairman

Jorge Román (Chile).

Director of Business Excellence Chile, which supports all types of organisations in their systematic search for excellence.



Director Marketing and Growth

Terry Pilcher (UK).

The Director of BCS Management Services has extensive experience in the challenge of improving organizations.



Secretary

Oliver Riebartsch (Germany).

In 2010, Oliver joined the Division of Corporate Management at Fraunhofer IPK as a senior researcher.



Director Membership Engagement and Retention

Suresh Lulla (India).

He established Qimpro Consultants Private Limited in 1987 as a focused quality management consultancy

OUTLOOK – SAVE THE DATE

7th International Benchmarking Conference

21st Annual General Meeting of the GBN

International Benchmarking Conference and Annual General Meeting of the GBN 2012

The 7th International Benchmarking Conference, which will be incorporated in the World Business Capability Congress, is being organized by the Centre for Organisational Excellence Research (COER) and will take place in New Zealand on 5-7 Dec. 2012. In total there will be over 140 presenters and 14 keynote speeches. Another highlight will be a Best Practice Competition that is linked to the GBN's – Global Benchmarking - Award.

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 organization.

The 7th 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 organizational 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 (R.S.Mann@massey.ac.nz).

The presentation should give insights into how Benchmarking, Best Practice or Business Excellence is being used - with practical examples.

Further information is available via
<http://www.globalbenchmarking.org/events/int-benchmarking-conference>



Key dates of the World Business Capability Congress (New Zealand):

Monday 3rd December

- "Pre-Congress" Workshops (9:00 – 4:30pm)

Tuesday 4th December

- "Pre-Congress" Workshops (9.00 - 4.30pm)
- Registrations open from 5.00pm
- Welcome Reception / finger food from 6.30-8.00pm

Wednesday 5th December

- Congress - Day 1 (9.30 - 5.30pm)
- Networking "Surprise" Function, 7.30pm

Thursday 6th December.

- Congress - Day 2 (9.30 - 5.30pm)
- Pre-dinner Social 6.30pm
- Official Congress Dinner and Awards 7.30pm

Friday 7th December

- Congress - Day 3 (8.30 - 5.00pm)

Key note speeches are given in the themes of Developing Business Capability, Leadership, Strategy, Customer and Market Focus, Human Resource Focus, Process Management as well as Measurement, Analysis and Knowledge Management. The latter includes a contribution by Dr. Robert Camp. Additionally, several Panel Discussions will enrich the Congress.

8th International Benchmarking Conference

Chile confirmed to be the host of the 8th International Benchmarking Conference in 2013.

OUTLOOK – SAVE THE DATE

7th International Benchmarking Conference

21st Annual General Meeting of the GBN

What does your organization do well?

Every organization is good at something...every organization has strengths and weaknesses. What we want to know is what does your organization do well? Is it communication, teamwork, response time, customer service, marketing, branding, social responsibility, attention to detail, systems, leadership, governance, strategic planning, performance measurement, information technology, product development, innovation, employee retention or supplier relationships? What is helping your organization to succeed and why?

Get your colleagues together to think about this and enter your organization into the BEST PRACTICE COMPETITION to be held at the World Business Capability Congress, Auckland, 5-7 December 2012.

Make sure you submit an online entry, by 5.00pm, 15th October 2012. The best entries will be invited to give an 8 minute presentation at the Congress. Prizes will be given for the following categories:

- SME (less than 20 employees) – Best Practice Gold Award
- Large organisation (more than 20 employees) – Best Practice Gold Award
- International (for teams/organizations based outside NZ) – Best Practice Gold Award.

www.worldbusinesscapabilitycongress.com/round-1-best-practice/

International entries for the competition have already been received from Australia, India, New Zealand, Pakistan, Singapore and the UAE. Can you encourage organisations in your country to participate?

In addition, to the Best Practice Competition, there will be a special GLOBAL BENCHMARKING AWARD for organizations that have used Benchmarking as a means to identify and implement Best Practices. This Award is the premier award in Benchmarking and is administered by the Global Benchmarking Network (GBN).

The World Business Capability Congress aims to make a real impact on helping organizations raise their business capability through “Driving Excellence, Innovation, Productivity and Export Growth”. This will be a knowledge-packed event which incorporates the 27th NZOQ Conference and the GBN’s 7th International Benchmarking Conference. It will have over 140 presentations, 14 keynotes speeches, the hosting of the Business Excellence Awards, Global Benchmarking Award, and the Best Practice Competition with over 50 best practices to be shared.

The Congress offers a unique opportunity to network with local and international companies, and like-minded people to discuss and create growth opportunities, to improve business performance and deliver better outcomes for all stakeholders so that the economy and society benefits. It is in effect a one-stop-shop for gaining the latest knowledge on all business areas including Leadership, Strategy, Customer Focus, Measurement, Knowledge Management, Human Resource Focus and Process Management.

The organizers are the Centre for Organisational Excellence Research, New Zealand Business Excellence Foundation and New Zealand Organization for Quality. Platinum Sponsors are Auckland Tourism, Events and Economic Development and the Ministry of Economic Development. Partners assisting in the event include: Asian Association of Management Organisations, Asian Network for Quality, Asia Pacific Quality Organization, BPIR.com, Business NZ, Economic Development Agencies New Zealand (EDANZ), Global Benchmarking Network, Idealog, Institute of Management Consultants New Zealand, Kea New Zealand, Ministry of Science and Innovation, Ministry of Trade and Foreign Affairs, New Zealand Institute of Management, and University of Auckland Business School.

This is an event not to be missed!

GBN PROJECT PIPELINE

Upcoming GBN Projects – Shaping the Future of the Network and Benchmarking.

The Global Benchmarking Network is continuously evaluating new ways and possibilities to promote and facilitate the use of Benchmarking. Accordingly, the current project pipeline consists of elaborated initiatives to pursue the Network's Mission and Vision. The following gives a preliminary overview of projects that are being implemented by GBN Members in the near future:

Boosting Benchmarking in South America

Promoting Benchmarking and the Global Benchmarking Network throughout the world is an essential activity of the GBN. As groundwork for the upcoming IBCON and AGM 2013 being held in South America, the awareness of Benchmarking and the GBN among key institutions and potential GBN members will be boosted by this project.

Corresponding Members:

Business Excellence Chile, Centre for Organisational Excellence Research

SME Sustainability Benchmarking Tool

Based on the proven BenchmarkIndex® infrastructure, resources, security and hosting capabilities, a Benchmarking tool will be developed that provides the opportunity to be used as a basis for transnational Sustainability Benchmarking Projects. Focusing on the core value adding enterprise segment of SMEs, the tool is addressing and enabling sustainable management and procurement by reflecting the current management orientation of its users.

Corresponding Members:

Winning Moves Ltd., Fraunhofer IPK

GBN Strategic Plan

To reinforce the GBN's Mission, Vision and Values a five year strategic plan will be developed. The plan will enable a structured progression of activities and projects to implement the Vision, considering future requirements as for example the outcomes of the Benchmarking 2030 Project. Key Performance Indicators will facilitate the management, monitoring and review of the GBN's activities and projects.

Corresponding Members:

Benchmarking Partnerships

GBN Study Missions

An annual study mission is being implemented, focusing on a particular country or region and topic. These study missions will provide insights on a global level to particularities, opportunities, best practices and potential of the respective region for study mission participants to adapt and improve their own organization. The study missions will also promote the activities of the GBN and increase its portfolio, creating greater value for its members and customers.

Corresponding Members:

Benchmarking Partnerships, BCS Management Services

Member Database and Marketing

To enlarge the Global Benchmarking Network, a database of potential members will be set up. Regular communication with the potential members will increase the awareness of the GBN among key institutions and potentially increase its member base and activities. The benefits of a vast network of experts on Benchmarking and Best Practices are evident and may be harnessed by marketing activities enabled by this database.

Corresponding Members:

Centre for Organisational Excellence Research, Bahrain Quality Society, BCS Management Services

Your Input to these important initiatives is vital. You may access more detailed information via the GBN Website and give your feedback:

<http://www.globalbenchmarking.com>

GBN ACITVITIES AND MEMBER NEWS

IP Offering – The Best Practice Institute

IP Offering – Best Practice Institute

The intellectual property rights of the Best Practice Institute Inc. are for sale and will hopefully find interested colleagues among the scientific community.



Since leaving Xerox in 1995, Robert Camp has successfully operated the Best Practice Institute Inc. (BPI). As a consultancy, the BPI's mission is to conduct research, education and consultation in the capture, exchange and adoption of Best Practices worldwide. The BPI was operated through a network of Benchmarking Competency Centres, located in 25 countries, further developing, refining and popularizing Benchmarking as a means towards excellency.

The Best Practice Institute (BPI) is a C corporation, incorporated in the State of New York since 1995. The name possesses intrinsic value that resonates with senior management in their quest to emulate and implement "Best Practices" for operational improvement, (TM pending).

Worldwide Recognition

The Best Practice Institute was established 1995. Since then it has conducted events in 28 countries, supported over 80 organizations in industry, non-profits, government and academia.

Satisfied Clients

BPI is known and in demand for seminars, master classes, executive briefings (258 slides), projects, studies, articles, and publications (books translated into 14 languages) as testified by colleagues in over 20 countries.

Web Domain Address

The Best Practice Institute has the web domain name www.BestPracticeNet.com registered with Network Solutions for use as a web site (design pending). The name recognizes the networking essential to Best Practice Exchange.

To find out more about the content of the Intellectual Property of the Best Practice Institute, you can download the IP Statement, which is available at: www.globalbenchmarking.org



Further Questions will be answered by Robert Camp rcampbpi@att.net

GBN ACTIVITIES AND MEMBER NEWS

MECCAward Team Visits Pakistan, July 2012

GBN Member and MECCAward Commissioner visits Pakistan

Thanks to the efforts and endeavors of Mr. Hasnain Reza Mirza, one of the newest GBN Members and MECCAward commissioner to Pakistan, a series of meetings was arranged with the members and presidents of the Pakistani Chambers of Commerce and Industry, headquarters of Pakistani National Productivity Organization, Minister of Industries as well as the owners of those organizations that were appreciated in the second round of the MECCAward held in April 2012 in Istanbul, Turkey.

As a whole, these meetings were in the form of face-to-face seminars and question and answer sessions.. The aim of these series of meetings was the promotion of the Business Excellence concept in the region, the MECCAward activities and services in particular, such as Asia Benchmarking Network. This is considered as one of the tools established by the MECCAward Secretariat to assist and facilitate addressing those areas for improvements found as the outcome of self-assessment processes, which are undertaken by organizations themselves.



Below is a list of places visited:

- Federation of Pakistan Chambers of Commerce and Industry
- Karachi Chamber of Commerce and Industry
- National Productivity Organization
- Lahore Chamber of Commerce and Industry
- Site visit Kashif Model Steel, Shahzeb Pharmaceutical, Izhar Construction, Lahore Carpet
- National Productivity Organization CEO, Islamabad
- Ministry of Industries, Islamabad
- Islamabad Chamber of Commerce and Industries
- Rawalpindi Chamber of Commerce and Industry

For details on the MECCAward please go to

www.meccaward.com

For the Full report on the places visited please go to

www.meccaward.com/17/section.aspx/231

GBN ACTIVITIES AND MEMBER NEWS

Benchmarking 2030 Report Announcement

The Benchmarking 2030 Project.

The GBN embarked on a project to investigate the future of Benchmarking, its development until 2030 and the role of the GBN to strengthen the visibility and implementation of core values in benchmarking. The report comprises a secondary analysis, a survey among Benchmarking Practitioners and GBN Members across the world and international Roundtable discussions involving international Benchmarking Experts.



>>>Benchmarking 2030 The Future of Benchmarking<<<

The Future of Benchmarking

The authors Bruce Searles, Dr. Robin Mann and Dr. Holger Kohl provide the reader with a comprehensive insight into the highly rated management tool and its future development. Based on the analysis of both, current global trends in society and industry as well as the current developments of Benchmarking itself, an assessment of the future of Benchmarking is the principal subject matter of the Benchmarking 2030 Project.

The findings of this project were supplemented by a concurrent survey among a wide range of experts and Benchmarking Practitioners. In addition, the topic was investigated in greater depth as part of the discussions of the roundtable at the 2010 and 2012 GBN Annual General Meeting and the GBN Annual Conferences. The role of the GBN in shaping the future of Benchmarking is highlighted as the Network's values are an essential point of reference to reinforce benchmarking in the present and future.

Benchmarking has a strong role in forming a global sustainable society, by creating connections for collaboration and the exchange of Best Practice Knowledge between enterprises, countries and professions. Therewith innovative solutions are enhanced and their dissemination is facilitated to ensure a global sustainable performance capability.

The GBN is delighted to announce, that the report will be published in time to be presented at the upcoming roundtable discussion at the 7th International Benchmarking Conference. Read more about the 7th IBCON incorporated in the World Business Capability Congress, New Zealand in the Outlook section of this Newsletter.

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 relaunch of the GBN website (www.globalbenchmarking.org) in August 2011.

After reviewing the website at the 6th IBCON, several additions have been added to increase the functionality of the site and provide detailed information on Benchmarking.

The GBN Newsletter can now be subscribed to directly via the website to reach a wider audience. Information about News and Events are updated frequently to assure the timely supply with information in this regard.



The functionality of the member's area has been increased to assure the adequate supply of information on internal processes. As a member you are able to view information and marketing material as well as information on project applications and submittals as well as minutes and synopses of past meetings

Upcoming activities in 2012

In 2012 the secretary to the Global Benchmarking Network will continue to improve the design and update the contents of marketing materials related to the GBN and its activities.

The support of GBN projects ranging from administrative processes, content-related support and publicity assistance will continue to ensure the success of all GBN projects.

The Secretary will continue to oversee the admission process and membership-related issues and prepare the upcoming 16th GBNewsletter in a timely fashion.

In order to keep the network up to date and ensure its functionality, the GBN Secretariat is inviting its members to participate in the update of the member profiles. The member profile template will be mailed along with the upcoming GBNewsletter No. 16.

We are looking forward to a further exciting year of practicing, promoting and shaping the future of Benchmarking.

Oliver Riebartsch

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