

GBNEWSLETTER

Issue No. 16 (August 2013)

Global Benchmarking Network

Dear GBN Members

It is our pleasure to present to you the 16th issue of the GBNewsletter and it is a special honour to welcome new members to the GBN: "IDEAS Management Consultants" from Oman, "Ethos Integrated Solutions LLC" from the United Arab Emirates and "Organizational Excellence Specialists" from Canada.

The **21st Annual General Meeting** and the **7th International Benchmarking Conference** held in New Zealand at the end of 2012 by courtesy of the Centre for Organisational Excellence Research (COER), 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 sections a management summary of the **Benchmarking 2030 Report** is presented, giving an outlook on the trends and the implications for the Global Benchmarking Network. These implications are analysed in detail in the **Conclusions of the Benchmarking 2030 Report**, showing the need for action within the GBN (www.globalbenchmarking.org/publications/benchmarking-2030-the-future-of-benchmarking).

Furthermore we are glad to announce the **8th International Benchmarking Conference** as well as the upcoming **2nd Global Benchmarking Award**.

Enjoy reading and happy benchmarking!



Oliver Riebartsch
GBN Secretary



Robin Mann
GBN Chairman



NEW MEMBERS

Ethos Consultancy United Arab Emirates



Ethos Consultancy was founded in 2004. Ethos delivers a cross section of integrated services in the customer service field which includes benchmarking services. We provide Measurement, Consulting, Training and software solutions globally. Ethos owns The International Customer Service Institute www.ticsi.org and in turn we own The International Customer Service Standard which is implemented globally and provides organisations with online benchmarking capability.

Vision: To be a leading global provider of integrated customer service solutions firms.

Mission: To provide profitable innovative quality solutions and unparalleled customer service as we strive to gain the respect and trust of our customers, suppliers, partners and stakeholders.



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IDEAS Management Consultants Oman



Established in 1993, IDEAS Management Consultants has evolved into a leading consulting firm based out of the Sultanate of Oman, United Arab Emirates and India.

With its core competencies in the fields of Management Training and Consulting, Ideas has established itself as a business partner to its clients in addition to being a highly trusted firm for individuals that are working towards self-improvement.

Drawing from its experiences, both individual and collective, IDEAS has lived and progressed with its core values of Innovation Development Excellence Awareness & Synergy.

Vision: Towards Mental Literacy

Mission: To provide WORLD CLASS quality management services by proactively understanding and responding to the customer's needs through innovative business solutions, leading to the customer's continued success and development.



Contact

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Ideas Management Consultants

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www.ideas-consulting.com

NEW MEMBERS

Organizational Excellence Specialists Canada



After close to 30 years of management consulting Ms. Dawn Ringrose authored the Organizational Excellence Framework in 2010 and formed Organizational Excellence Specialists in 2011. The organization is devoted to training quality practitioners and developing a consortium of quality management professionals that are licensed to deliver training programs aimed at assisting client organizations with QMS implementation. Today the consortium includes licensed practitioners in Canada, practitioners under development in over 20 countries, and is the foundational program for the Caribbean Centre for Organizational Excellence (training, research, awards).

Vision: Organizational Excellence Specialists work with organizations across the public, private, and not for profit sectors to improve their performance and collectively make a positive contribution to productivity.

Mission: To develop internal and external consulting professionals in the Organizational Excellence Framework, a platform for long-term organizational success that is applicable to any size and type of organization.



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REVIEW NEW ZEALAND 2012

7th International Benchmarking Conference

21st Annual General Meeting

The World Business Capability Congress held in Auckland, New Zealand, was an impressive event with over 190 presentations and 28 countries represented. The GBN took part with the 7th International Benchmarking Conference and the 21st Annual General Meeting.

The Marae – Welcome Evening

The World Business Capability Congress participants were welcomed with a traditional dance at the Wai-papa Marae at the University of Auckland.

The president of the GBN, Bob Camp, was dressed in traditional clothes and a group of dancers showed artistic welcome rituals like they were celebrated 800 years ago. The traditional welcome ceremony was led by a Maori, who gave a special warm welcome to the GBN and Bob Camp.



AGM – Annual General Meeting

The Annual General Meeting was successfully conducted with the participation of several GBN Members, among them members from Hungary, Bahrain, Germany, Australia, UK and USA. To ensure future growth and success, potential members from Thailand, Philippines and Singapore were invited to participate in the AGM. During the meeting the location for the IBCON 2013 was discussed which led to Singapore volunteering to host the event. Current projects were discussed and the Benchmarking 2030 Report (www.globalbenchmarking.org/publications/benchmarking-2030-the-future-of-benchmarking) was evaluated by all participants. A presentation was given on Informal Benchmarking by Alan Samuel one of COER's PhD students. An intensive session on the GBN's Strategic Plan led to a decision to engage more members in the strategic planning exercise as this is vital for the future of benchmarking and the GBN. "Thank you" to all participants for their contributions, the results can be found later in this newsletter or on the GBN homepage at

<http://www.globalbenchmarking.org/component/content/article/139-gbn-strategy-public>

Every GBN member has the possibility to work actively on the GBN Strategy. Therefore we seek everyone to give comments on the published strategy documents. Please advise us of any Strategic Actions you would like to propose that are not currently recorded and, if possible, provide a one page report on its importance. Please send the completed Feedback Form (download available at link above) to Mr. Bruce Searles (searles@zipworld.com.au)

We are looking forward to hearing from you!

REVIEW NEW ZEALAND 2012

7th International Benchmarking Conference

21st Annual General Meeting

The Conference

The World Business Capability Congress offered a platform to interact on different topics including developing business capability, leadership, strategy, customer and market focus, measurement and analysis and knowledge management, human resource focus, process management. Besides presentations, working groups elaborated interesting outlooks within these topics.

The panel discussion "Future of Benchmarking and the Impact of Mega Trends" was guided through Dr. Robin Mann, Bruce Searles, Dr. Holger Kohl and Oliver Riebartsch. This discussion and the reflection of the strategy 2030 report raised interesting questions and generated new input through the help from the international attendants that took actively part in the discussion.

Furthermore many exhibitors showed their service portfolio with information on several topics in the main hall.

If you missed out on the Congress don't worry - most of the presentations are available as written articles, ppt slides or as videos at

<http://www.worldbusinesscapabilitycongress.com>

International Best Practice Competition and Global Benchmarking Award

The 1st International Best Practice Competition and GBN's 1st Global Benchmarking Award were held at the World Business Capability Congress in New Zealand. These events were a major success with entries from 8 countries and over 35 presentations from organisations competing for the awards.

The Best Practice Competition encourages organizations to share their best operational and managerial practices, processes, systems, and initiatives and learn from the experience of others. It provides an opportunity to celebrate the achievements of individuals and teams that have been responsible for creating and/or managing the introduction and deployment of best practices. The winners of the competition were recognized at the World Business Capability Congress and received widespread media coverage.

The Best Practice Competition was designed by the GBN Member Centre for Organisational Excellence Research (COER) and is aligned to the Global Benchmarking Award.

After several presentations and evaluation through independent judges, the winners were awarded during a ceremony in Auckland's largest Cricket and Rugby Stadium, Eden Park.

REVIEW NEW ZEALAND 2012

7th International Benchmarking Conference

21st Annual General Meeting

The winner of the 1st International Best Practice Competition was Curtin University (Australia) represented through Margo Brewer.



Runners up were: Watson Real Estate limited (NZ) and Spectrum Care (NZ)

Entrants to the Best Practice Competition could also enter the GBN's Global Benchmarking Award. This required organisations to share a best practice and describe how benchmarking (comparing and learning from others) is an integral part of their organisation's improvement and innovation drive.

The GBN's Global Benchmarking Award was designed by Benchmarking Partnerships (Australia), BestPrax Club (India) and COER (New Zealand) on behalf of the GBN. It was first trialed in India in 2010.

The winner of the 1st Global Benchmarking Award was Watson Real Estate Limited (New Zealand) represented through Greg Watson.



Runners up were: Canon India, Spectrum Care, and Dubai Police.

We give our sincere respect to the winners of this year's awards.

To see more visit

<http://blog.bpir.com/benchmarking/global-benchmarking-and-best-practice-awards/>.

OUTLOOK – SAVE THE DATE

8th International Benchmarking Conference

22nd Annual General Meeting

International Benchmarking Conference and Annual General Meeting of the GBN 2013

The 8th International Benchmarking Conference will be incorporated into the Global Business Excellence Conference and will take place in Singapore on 30/31 of October 2013.

Please record these dates in your diary now. It is worthwhile attending the AGM on 1st and 2nd of November and the International Benchmarking Conference to learn how the GBN can benefit your own organization.

The 8th 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 at the conference or participate in one of the benchmarking panel discussions, please inform Dr. Robin Mann (R.S.Mann@massey.ac.nz) by the 26 August.

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

The good news is that the 2nd International Best Practice Competition and 2nd Global Benchmarking Award are becoming an integral part of the International Benchmarking Conference. These competitions are quick, easy and fun to enter – see www.bestpracticecompetition.com. Please try and encourage organisations from your country to enter the competitions. .

Some countries offer a local competition that feeds into the international competition, please contact:

- **Australia:** Bruce Searles, bruce@benchmarkingpartnerships.com.au
- **India:** Suresh Lulla, ssl@bestprax.com
- **New Zealand:** Michael Voss, michael@coer.org.nz
- **Iran:** Mr. Farshid Shokrehodaee fsh@ipcgroup.ir



OUTLOOK – SAVE THE DATE

8th International Benchmarking Conference

22nd Annual General Meeting

Research on Benchmarking: A Quantum Leap in Informal Benchmarking

Results of a global survey in 2010 by the Global Benchmarking Network (GBN) showed that informal benchmarking ranked in the top 20% of the most popular organization improvement tools. There is, however, no substantive research or theoretical ideas of this pervasive tool. A methodology is proposed for the creation of a preliminary model of informal benchmarking that would involve the review of trans-disciplinary areas including benchmarking, informal learning, organization learning and knowledge management. The model will then be further refined by incorporating findings obtained from best and innovative practices from suitably selected organizations via surveys and semi-structured interviews. The final outcomes include a conceptual model, an assessment framework, and a road-map for implementing an effective organization-wide approach of informal benchmarking. These outcomes will be useful to organization improvement practitioners, scholars in the benchmarking field, and benchmarking experts. It will set the stage for a quantum leap in the understanding and effectiveness of informal benchmarking as a business improvement tool. The research consists of a 6-step course of actions:

1. Preliminary Conceptual Model	<ul style="list-style-type: none">Working definition, purpose, characteristics, taxonomy of its typologies, and a working list of informal benchmarking tools
2. Maturity Grid	<ul style="list-style-type: none">Characteristics used to assess the maturity level of informal benchmarking in an organization
3. Data Collection of Best Practices	<ul style="list-style-type: none">Quantitative SurveySemi-structured Interviews
4. Final Conceptual Model	<ul style="list-style-type: none">The preliminary model is augmented by data collected and inputs from experts
5. Assessment Framework	<ul style="list-style-type: none">To assess the level of informal benchmarking in an organization
6. Recommendations for Org-wide implementation	<ul style="list-style-type: none">Road map of how the tools can be integrated together to provide an effective platform for informal benchmarking in the whole organization

The researcher would like to seek the invaluable views of benchmarking experts from the Global Benchmarking Network (GBN) and organization development practitioners to add value to the findings and final outcomes at the upcoming GBN AGM to be held in conjunction with the Global Business Excellence Conference in Singapore in Oct 2013. The researcher will be giving a presentation entitled “Insights into Informal Benchmarking” at the conference.



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OUTLOOK – SAVE THE DATE

25th Qimpro Convention

25th Qimpro Convention in India

Struggling to attract clients for Quality Improvement in India, Dr J M Juran advised that Qimpro host a convention to showcase the efforts of pioneering clients. This led to a hastily assembled Qimpro Convention 1989, in Poona. Over the past 25 years, Qimpro Convention has matured into a sterling recognition platform for team excellence in quality. Middle managers working in cross-functional team have been the focus of the event. The 2013 Qimpro Convention takes place on the 11th and 12th of November 2013 in Mumbai, India.

The convention serves as the final stage for two parallel competitions:

- QualTech Prize is awarded for breakthrough process improvements
- BestPrax Prize for extraordinary innovative processes/practices, or green initiatives.

Projects are received from manufacturing, service, IT & ITeS, and healthcare industries. Qimpro has received over 90 projects so far.

The registration fee is US\$ 500 per project. This fee includes one complimentary registration to the 2-day event with lunch. The fee does not include any travel and hotel related costs.

Your project/s and the related fee should reach us on or before 15-Aug-13.

For more information and to register, please visit <http://www.qimpro.com/convention> or email convention@qimpro.com

Commencing this year, the convention will also showcase the winners of the Qimpro-BestPrax Benchmark competition.

Basically, the core of the competition involves Harvesting of Best Practices in an organization. For more details please visit

<http://www.bestprax.com/benchmark.aspx>



For any questions:

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BENCHMARKING 2030 REPORT

The Future of Benchmarking

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 and Benchmarking practitioners. The consultations have involved more than 500 people.



Benchmarking 2030 The Future of Benchmarking

The Full report can be found at
<http://www.globalbenchmarking.org/publications/benchmarking-2030-the-future-of-benchmarking/>

Executive Summary

Regarding Benchmarking and the GBN, the significant outcomes of this research are:

1. Benchmarking has a strong future

- Informal benchmarking will continuously be used, enhanced by new social media and other technology. It is an important lead indicator for establishing more formal benchmarking, e.g. it can help you to find benchmarking partners for formal benchmarking
- Structured formal benchmarking needs to be given more emphasis, particularly involving face to face human interaction in order to learn and share details of best practices that can be implemented through effective and learned change management
- The GBN has a major role in making sure that more formal benchmarking to share and learn best practices is done well to maximise benefits for customers and communities

2. Benchmarking and the GBN need to take a higher ground

- Benchmarking has the opportunity to provide a network of knowledge exchange and innovation between megatrends and across countries for the benefit of progressing lifestyles as well as sustaining humankind and our environment
- Extending benchmarking to greater involvement within and between the public sector and not-for-profit sectors, while continuing participation and involvement with the private sector
- GBN needs to move towards facilitating the network of opportunity, emphasising the positive aspects (improvement incentives, speed) and the negative

BENCHMARKING 2030 REPORT

The Future of Benchmarking

aspects (common megatrend issues) that will create the desire for change through benchmarking

- Benchmarking needs to “speak the language” of leaders – and trend towards the language of future leaders who are the youths of today

3. GBN needs to review and implement benchmarking values

- Contributors to this project tend to reinforce the need for the GBN to encourage the implementation of core values in benchmarking towards the greater good of mankind and the sustainability for future generations
- New values that may need to be promoted are co-operation, transparency and selflessness

4. Role of GBN needs to be reviewed

- Issues which have to be focused on are education, dissemination, promotion and mentoring in its role as a provider of global benchmarking resources; also committed leadership to provide essential co-ordination and continuity is of importance
- Assisting the government and not-for-profit sectors as much as the private sector
- Be a facilitator of benchmarking (create connections and collaboration) between countries as well as between professions and technologies for transfer of knowledge and innovations Examine potential use of rapidly evolving social networking technology, combining some of the features of social networking sites that are currently used for other purposes into a virtual benchmarking network for informal benchmarking

- Examine how the integration or connectivity of benchmarking and other improvement tools and approaches such as innovation, business excellence (including GBNs interaction with business excellence peak bodies) and business clusters could be leveraged
- Emphasise the role of people in benchmarking because it is people who need to access others’ knowledge and experiences in such a way that they can adapt what they find to their specific needs, culture and systems. Technology cannot manage this!

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CONCLUSION OF BENCHMARKING 2030 REPORT LEADING TO GBN 5 YEAR STRATEGIC PLANNING

Review of Strategic Actions by Bruce Searles and Terry Pilcher

Conclusion of Benchmarking 2030 Report

The GBN has a very important part to play to ensure that benchmarking can perform these essential roles, which include education, dissemination, promotion, mentoring and the provision of global Benchmarking resources as well as a committed leadership to ensure an essential co-ordination and continuity.

As discovered at the Roundtables, benchmarking is the web that can link Megatrends, sectors, countries and organisations together and is the fabric for cross-fertilisation of innovative “how-to’s” and knowledge between them. In this context the GBN should take a more global and higher-ground position and yet offer the transfer of best practice knowledge through the interconnecting strands of the Benchmarking Web. Benchmarking will be even more needed if society trends back to sustainable, more tribal communities so that they do not develop in isolation of each others best practices. GBN has the diversity and depth of skills and expertise to potentially enable the use of benchmarking in a col-laborative sense across disciplines / professions / sectors to resolve multi-disciplinary issues and to extend into the field of transfer of global how-to best practices to short-cut improvement of living standards”

The Benchmarking 2030 Report provides the future environmental scanning for the GBN 5 year strategic plan. The improvements recommended by the Benchmarking 2030 report will be prioritized and included for action in the Strategic Plan. Also, a SWOT has been undertaken regarding the current Strengths, Weaknesses, Opportunities and Threats facing the GBN and Benchmarking. Again the SWOT outcomes need to be prioritized and included in the Strategic Plan.

A GBN Strategic Plan has been drafted and is now available for comment by Members. It is aimed to finalise the Strategic Plan at the GBN AGM on 1 and 2 November, 2013.

A background / issues paper has been developed for each strategic action included in the Strategic Plan. These issues papers include a small SWOT to assist with risk identification and implementation of each strategic action.

In concluding

As noted in the Benchmarking 2030 Report as the Global Benchmarking Peak Body, we have a huge opportunity and responsibility to ‘awaken’ the world, business and community leaders with what Benchmarking potentially will do and has done to change and significantly improve others’ aspirations, goals and passionate focus with our knowledge, support, and collective experiences.

We ask all Members to comment on the draft strategic plan and how and when we should engage other non-members and Practitioners. Please send the completed Feedback Form

<http://www.globalbenchmarking.org/the-network/gbn-strategy-planning/> to Mr. Bruce Searles (bruce@benchmarkingpartnerships.com.au).

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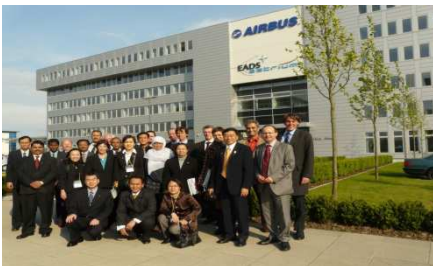


GBN STUDY MISSION PROJECT

Bruce Searles and Terry Pilcher

The GBN is embarking on a project to conduct a pilot GBN Study Mission as a forerunner to regular annual GBN Study Missions. We are seeking inputs from existing, past and potential GBN Members. This project will take into account the needs of GBN Members and their customers / contacts for a Study Mission and also the topic, scope and marketing of the Study Mission. The project will also include the conduct of a GBN Study Mission and the value added services that may flow from a Study Mission such as a GBN Best Practices Report.

We have received considerable responses from Members regarding the proposal including how the Study Mission should be conducted and the potential topics of interest to GBN Member customers. This is a really



exciting program for the GBN to lead the Study Mission delegates down a path of formal benchmarking including capture of learnings after each visit / sharing experi-

ence and action planning for improvement. We also propose to maximise the cultural and personal interactions so that a rounded learning experience is achieved. The project is being managed by Benchmarking Partnerships and BCS Management Services who have extensive experience in Benchmarking Study Missions with a view to conducting a pilot study mission next year, developing IP for the GBN and reporting best practice findings from the Study Mission.

There is still time for Members and their clients to submit comments regarding this project at GBN WEB LINK. Please provide your feedback so that we can consider your needs in designing the GBN Pilot Study Mission. This web link also provides more information on the

Study Mission Project. Some typical programs and outcomes from Study Missions involving Benchmarking Partnerships and BCS Management Services are, by way of example, at:

2009 Knowledge Management Study Mission in Germany

www.benchmarkingpartnerships.com.au/w_KMChampions-Germany.htm

Report on 2009 Knowledge Management Study Mission in Germany, including Participant Feedback
www.benchmarkingpartnerships.com.au/Case%20Studies/KMTourinGermanydraft6.pdf

2011 Business Improvement Study Mission in Australia
www.benchmarkingpartnerships.com.au/w_studytourBIGMarch2011.htm

2012 Business Excellence Study Mission in Australia
www.benchmarkingpartnerships.com.au/w_studytourSAI-2012.htm

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MEMBER DATABASE AND MARKETING PROJECT

Ahmed Abbas, Dr. Robin Mann and Terry Pilcher

Member Database and Marketing Project

The GBN will shortly complete a project aimed at developing a GBN contact database. The types of organisation existing within it will include quality/business excellence associations, consultancies, universities, research organisations etc.

As the COER database was used as a starting point for the project many such organisations were already included. However, inputs were also sought from existing GBN Members and an Internet search of likely organisations was undertaken to add to the core database.

An important part of the project was the development of a communications strategy, which will be used by the GBN to guide its dealings with members and the outside world.

As a direct result of the project new members have been recruited from Canada, Dubai and Oman with additional prospect coming from Canada as well as Northern Ireland. Aligned marketing strategies have also raised the potential of gaining further members from Greece, Hong Kong, Kazakhstan, Malaysia, Philippines, Singapore and Thailand.

Now that the database has been established keeping it up to date will be an ongoing process. This will involve the help of all GBN members both in terms of input to the database and the provision of potential new members for the GBN around the world.

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GBN SECRETARIAT

Update of Member Database

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 will be to you mailed soon.

Please provide us with your information so that we can update the homepage accordingly and send requests to the according GBN Members. The completed Excel file should be sent to

jan-patrick.cap@ipk.fraunhofer.de

New contact person at the GBN Secretariat in Berlin

Jan-Patrick Cap is a senior researcher at Fraunhofer IPK, Berlin/ Germany. He studied Mechanical Engineering with a focus on production technology and management at RWTH Aachen University and Tsinghua University Beijing. He concluded his Masters in Business Administration at the Collège des Ingénieurs in Paris. In summer 2012, Patrick joined the Division of Corporate Management at Fraunhofer IPK as a senior researcher. Since then he has been 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 and Entrepreneurship, in both the public and private sector as well as in the industry and service sector.

From now on he will support the GBN Secretary and will be happy to help you out with any concerns.

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