



Megatrends of the Future

Discover the driving factors for
Benchmarking



IBCON and AGM in Singapore
News from the Lion City

GBNEWSLETTER

Issue No. 17 (December 2013)

Global Benchmarking Network

Dear GBN Members

It is our pleasure to present to you the 17th issue of the GBNewsletter and it is a special honour to welcome new members to the GBN: "SPRING" from Singapore, "Productivity Center of Jiangsu Province – JSPC" from China and "SDI Centre" from Malaysia



The **22nd Annual General Meeting** and the **8th International Benchmarking Conference** held in Singapore at the end of 2013 by courtesy of SPRING Singapore, 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 an introduction of our new **Megatrends Series** as well as part 1 of the megatrend series is given, giving an outlook on the trends that affect Benchmarking worldwide. These trends are the basis for the Benchmarking 2030 Report, showing the need for action within the GBN (www.globalbenchmarking.org/publications/benchmarking-2030-the-future-of-benchmarking).

A status overview on current GBN Projects is also given. Furthermore we are glad to start the application process for the **9th International Benchmarking Conference** as well as the upcoming **3rd Global Benchmarking Award**.

Enjoy reading and happy benchmarking!

A handwritten signature in blue ink, appearing to read 'Jan-Patrick Cap'.

Jan-Patrick Cap
GBN Secretary

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

Robin Mann
GBN Chairman

NEW MEMBERS

Spring Singapore Singapore



SPRING Singapore is an agency under the Ministry of Trade and Industry responsible for helping Singapore enterprises grow and building trust in Singapore products and services. As the enterprise development agency, SPRING works with partners to help enterprises in financing, capability and management development, technology and innovation, and access to markets. As the national standards and accreditation body, SPRING develops and promotes an internationally-recognised standards and quality assurance infrastructure. SPRING also oversees the safety of general consumer goods in Singapore.

Vision: Global Singapore Enterprises

Mission: To help Singapore Enterprises grow and to build trust in Singapore products and Services

Contact

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Productivity Center of Jiangsu Province - JSPC China



The Productivity Center of Jiangsu Province was founded in 1992 and serves as one of the pillars of national innovation. Currently it is responsible for Technology management for the government to support public services and scientific and technological innovation for the community to provide specialized public service. In the future the Jiangsu Productivity Center will play the key role for the implementation of Benchmarking methods and tools in the Jiangsu province.

Vision: Become a place of co-ordination and initiative to: mediate benchmarking contacts, furnish data and data network access, disseminate the Benchmarking methodology and policy.

Mission: Mediation of contacts with international Benchmarking centers in the framework of the Global Benchmarking Network (GBN), preparation of analyses, studies and concepts needed to enhance the competitive strength of the Jiangsu industry and economy, guidance of competence for the Jiangsu Province in this activity, professional consulting for implementation of Benchmarking projects, facilitating Jiangsu Benchmarking database access for entrepreneurs and all parties involved, publish and implemented benchmarking studies, furnishing current review of Jiangsu benchmarking projects, support in the selection process and by approaching of partners for benchmarking initiatives, professional support in organizing benchmarking events

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NEW MEMBERS

SDI Centre Malaysia



Since 2008, started up as sole proprietor company and move to become private limited company March 2013. The main activities are providing training & consultation in areas of:

- TRADE for Best Practices
- Lean Six Sigma Yellow, Green, Black Belt
- Quality Management
- Strategic Planning

Vision: At SDI-Centre, our vision is to be the premier hub in Asia, offering innovative consultation & learning & development solutions to support our client to achieve sustainable growth in business & people.

Mission: Enabling Sustainable Growth in Business & People. Guided with our core values of **Serve with compassion, Determination and Integrity**, our mission is to form a solid team of experts to support our clients to achieve sustainable growth in business and people.

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REVIEW SINGAPORE 2013

8th International Benchmarking Conference

22nd Annual General Meeting

The 5th Global Business Excellence Conference held in Singapore was an impressive event with high-level participation. The GBN took part with the 8th International Benchmarking Conference and the 22nd Annual General Meeting, as well as the International Best Practice Competition and Global Benchmarking Award.

The Conference took place at the magnificent Marina Bay Sands Conference Center that belongs to world's most expensive standalone casino property, the Marina Bay Sands. Incredible views and great architecture were offered on the world's largest public cantilevered platform with its infinity pool – the perfect place for a Singapore Sling.

Special Attention goes to Ms. Tong Shuh Lan, Ms. Low lynee from SPRING Singapore who took great care of the overall organisation and our wellbeing. Thank you!



The Conference

The 5th Global Business Excellence Conference was packed with interesting guests from all over the world. National and international Quality and Management experts like Freddy Soon (Singapore Quality Association Governing Council) and Marc Amblard (CEO of EFQM) gave a perfect framework for exciting speeches. Parallel to the speeches the first round of the International Best Practice Session was held. The highlight of the first day was the Panel discussion about Business Envi-



ronment in Fast-Paced environment with participation from wide spread areas Entrepreneurs J.S. Gill (Franchisee of H&M in Thailand and Indonesia) and Dr. Nadia Shouraboura (CEO of Hointer Inc.), Executive Director Oi Boon Hoe (Portek International) as well as GBN Member and Innovation expert Dr. Holger Kohl (Head of Corporate Management division at Fraunhofer IPK).



REVIEW SINGAPORE 2013

8th International Benchmarking Conference

22nd Annual General Meeting

The second day continued with great speeches of GBN Members from U.K., Australia, Iran, New Zealand, India, Bahrain, Kuwait and Germany, a panel discussion and - as the highlight - the Presentations of the Finalists of the International Best Practice Competition as well as the Global Benchmarking award and finally the Announcement of the Winners of the International Best Practice Competition and Global Benchmarking Award. The Participation in the Business Excellence Awards with Mr. Teo Chee Hean – Deputy Prime Minister and Coordinating Minister of National Security and Minister of Home Affairs- was the perfect finish of the day.



International Best Practice Competition and Global Benchmarking Award

Finalists of the 2nd GBN Global Benchmarking Award were:

- **Global Indian International School, Singapore**, Silvia Shoba Vincent, Senior Executive & B. G. Shenoy & Director & Rajiv Vasudeva, Country Director
- **Bank Pasargad, Iran**, Mojtaba Nikraves, Head of R&D and marketing department
- **Knowledge and Human Development Authority, United Arab Emirates**, Dr. Wafi Dawood, Chief of Strategy and Excellence
- **Mobarakeh Steel Company, Iran**, Nabiollah Farahmand, Chief of OSM,
- **OCBC Bank, Singapore**, Yuen Wah Ku, Head – Process and Service Innovation

The proud winner Dr. Wafi Dawood, Chief of Strategy and Excellence of Knowledge and Human Development Authority (United Arab Emirates) and his team showed great achievements and efforts. Please read more in the following article

Runners up were Nabiollah Farahmand, Chief of OSM, Mobarakeh Steel Company, Iran and Ku Yuen Wah, Head – Process and Service Innovation, OCBC Bank, Singapore.



REVIEW SINGAPORE 2013

8th International Benchmarking Conference

22nd Annual General Meeting

Winner of the 2nd International Best Practice Competition was:

ICA's 3M Service Principle (Multiple Channels, Minimum Visits, Many Benefits Approach), Tan Kok Guan, Director -Citizen Services & Kong Yong Sin, 2 Deputy Head - Passport – Designate, Immigration & Check-points Authority, Singapore.

Runners up were:

UOB Mobile Cash - Singapore's First Cardless Cash Withdrawal, Gilbert Chuah, Executive Director, United Overseas Bank Limited, Singapore

Training in the Private Security Industry, Peter D'Arcy, CEO, National Training Institute, Ministry of Interior, United Arab Emirates.

Smile to Excellence, B.G.Shenoy, Director & Rajiv Vasudeva, Country Director & Silvia Shoba Vincent, Senior Executive, Global Indian International School, Singapore



AGM – Annual General Meeting

The two day Annual General Meeting was held at the offices of our new member SPRING Singapore. After a warm welcome from the hosts GBN Chairman Dr. Robin Mann welcomed the new GBN Members SPRING (Singapore) and Operational Excellence Specialists (Canada) and handed out the GBN Member Certificate.



The day went on with a knowledge sharing session of all participating GBN members presenting their recent activities. The review of current activities through each director gave an insight on the development of the GBN since the last AGM in New Zealand.

Also the GBN Projects with the SME Sustainability Benchmarking Tool (Mark Modena, UK and Dr Holger Kohl, DE), the Potential Member Database and Marketing (Dr Robin Mann, NZ, Terry Pilcher, UK and Ahmed Abbas, Bahrain), GBN Study Missions (Bruce Searles, Australia and Terry Pilcher, UK) and the GBN Strategic Plan (Bruce Searles, AU) already showed some results. The Strategic Planning and Future Projects Workshop detailed the Strategic Plan and upcoming activities. Among other measures, videos of the GBN Conference will be published and the GBN Award will be promoted on the Homepage. A LinkedIn Group will make the

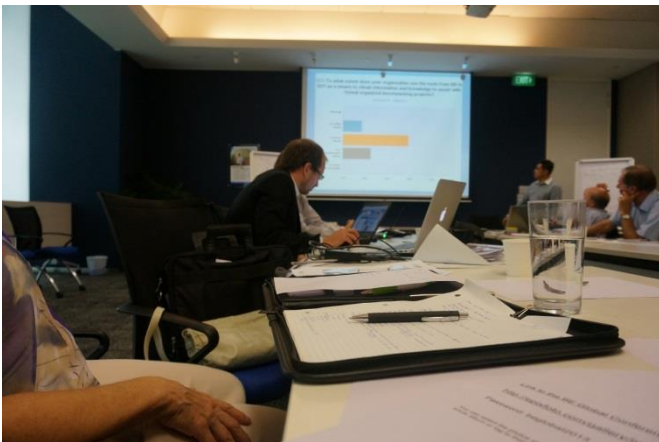
REVIEW SINGAPORE 2013

8th International Benchmarking Conference

22nd Annual General Meeting

GBN accessible to questions from the broad community.

An interesting Presentation on Informal Benchmarking (Alan Samuel, New Zealand) gave some new insight and feedback for the upcoming PhD Thesis of Alan Samuel. The AGM was concluded with Business and Administrative issues (Jan-Patrick Cap, GBN Secretariat, Germany): Potential candidates for the organization of the next GBN conference were elaborated, the Financial Report 2013 was concluded, a Secretariat Work-plan was set-up and GBN Board was elected. For further details please see the MoM in the GBN Member Area.



The new Board Members 2013/2014. The following will give an introduction of the Board Members 2013 / 2014, as elected at the 8th International Benchmarking Conference in Singapore.

Chairman

Robin Mann (New Zealand).

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



Secretary

Jan-Patrick Cap (Germany).

Division of Corporate Management, Fraunhofer IPK



Director Business Development

Bruce Searles (Australia).

Delivery Partner for Benchmarking with the Australian Quality Council and is Director of Benchmarking Partnerships.



Director Marketing and Growth

Terry Pilcher (UK).

Director of BCS Management Services



Director Membership Engagement and Retention

Suresh Lulla (India).

Founder & Director BestPrax Club Pvt. Ltd.



BEST PRACTICE EXAMPLE GLOBAL BENCHMARKING AWARD WINNER 2013

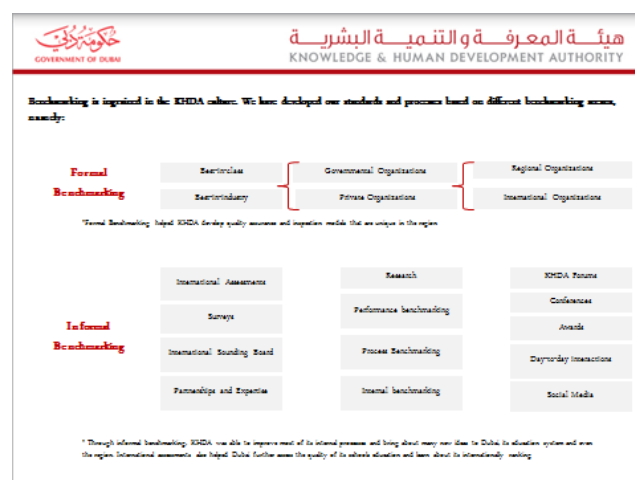
Dubai - Knowledge and Human Development Authority's (KHDA)

Benchmarking Excellence – An example from the Global Benchmarking Award winner 2013

The following excerpt is from the Knowledge and Human Development Authority's (KHDA) application for the Global Benchmarking Award:

"For KHDA, benchmarking is an integral part of identifying best practices and implementing them in the organisation. For us, benchmarking is a successful method that supports KHDA in improving our business processes to provide best-in-class education services for the Emirate of Dubai. Alongside ordinary comparison techniques, we use benchmarking to systematically search for rational approaches and better solutions beyond our own business world. So far, KHDA has mainly performed benchmarking with similar organisations of the same sector, but on an international level. In the future we plan to enhance the scope of our benchmarking partners by trying to identify organisations in other fields from all over the world. The main objective for us in benchmarking is the opportunity for mutual learning. We are using key figure comparison to define our strategic goals. But through the detailed comparison of individual processes, we are able to find out what the real best practices are and what we can learn from them to improve our own performance towards world-class. For us, benchmarking is a continuous process, which we perform at least once a year. We have been using the APQC Benchmarking Code of Conduct to standardise our benchmarking projects for the last year. To implement identified best practices we use various forums to share and disseminate experience within our organisation. We do this both formally and informally. Some of the best practice forums are: Strategy Forum, Institutional Development Forum, and the Policy Labs; to name but a few. In these forums, corporate practices are discussed, challenged, modified, and shared. These forums were initiated by senior management and are always attended by heads of various departments. Such settings allow a rich exchange of ideas and means of implementation. At the moment, our benchmarking process is not rigidly structured. This allows space for creativity and innovation, even in the benchmarking process. Not only do senior management understand

the importance of benchmarking, but most teams within the organisation also understand that a culture of benchmarking will lead to an increased sharing of knowledge between teams and functions. For the future we plan to develop a standardised KHDA benchmarking manual which will help to implement a culture of benchmarking and knowledge sharing among all employees. We will also hold further BM-training."



MEGATREND 1: GLOBALIZATION

Details on The Future of Benchmarking from the Benchmarking 2030 Report

Part 1: Globalization

Two crucial developments have pushed globalization further:

1. Political conditions: With the liberalization of foreign trade and capital movement, the internationality and interdependence of (capital) markets have increased. In addition, much of the emerging nations opened up to the market economy.

2. Technical innovations have reduced the costs for communication and transport. This enabled companies to split up their value chains and to use regional location advantages. By the spread of the internet, some services have become globally mobile as well. Partly because of energy dependences, power differences between industrialized and developing countries decrease.

The BRIC states (Brazil, Russia, India & China) are still the major players in terms of global growth, but countries such as Turkey, Mexico, Egypt, Iran and Vietnam have the potential to become serious rivals. China has replaced Germany as world export champion already. The new global middle class and their needs will shape the markets of the future.

Global economic or political problems as the financial crisis and terrorism need global solutions. The trend is going towards more internationally consistent regulations such as the IFRS (International Financing Reporting Standards) in order to reduce administrative costs. Migration to western regions like Europe and the USA will rise. The increasing mobility of people and (cultural) products is currently characterized by a diffusion of Western values and lifestyles and fusion of different cultural traditions. Thus, cultural globalization also means homogenization and hybridization.

As a result of globalization, local and regional points of reference have become important.

Impacts on companies:

- Strategic direction is towards glocalisation: Global strategies with local adjustment.
- As companies become more international, diversity management is essential.
- Knowledge society: In developed countries, commodities and capital investment are increasingly replaced by knowledge, ideas and creativity.

Globalization is easily to understand through everyday life. In particular, there is the Globalization of Culture (a great example of this was how Gangnam Style went viral in 2012 and became the first YouTube video to have 1 billion viewers) and the Globalization of Language (with the spread of English and other languages). Our recent IBCON location Singapore is a great example for Globalization with four official languages and being the top country in the Enabling Trade Index¹, embracing globalization and being a highly developed country

But also from the fact side globalization can be measured, Indicators used are, e.g. :

- Increase of World Trade
- Increase of foreign direct investments
- Increase of global cooperation of companies
- Increase of Global Players
- Globalization of Financial Markets

This was part 1 of our Megatrend report, the next megatrend is waiting for you in the next newsletter!

¹The Enabling Trade Index measures the factors, policies and services that facilitate the trade in goods across borders and to destination. It is made up of four sub-indexes: Market access, Border administration, Transport and communications infrastructure, Business environment

GBN STUDY MISSION PROJECT

Bruce Searles and Terry Pilcher

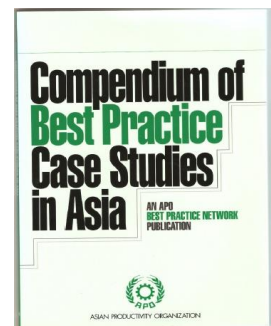
The GBN's First Study Mission will commence in 2014

A GBN Study Mission is a form of Benchmarking that would potentially involve a number of GBN Member customers from different countries visiting a particular region or country to learn and share best practices from leading organisations that offer to host site visits by the group or who offer to deliver a presentation regarding their best practices. The key components of a Study Mission are:

1. Agreeing on the topic to be learned about eg Resource Productivity, Innovation
2. Agreeing on a scope or range of opportunities for improvement / learning by the organisations and people who are participating in the Study Mission (the participant learners)
3. Close facilitation by experts with extensive experience in Study Missions of all components of the Study Mission as listed here
4. Finding best practice organisations who are willing to host a site visit or share their best practices in some other way in return for something eg a report, participation in the Study Mission, being asked good questions by the participants, raising profile, company review in preparation (revisit issues) etc.
5. These best practice organisations must collectively be able to communicate / demonstrate best practices across the topic and scope items for learning
6. Facilitation / capture of learnings by the participants of the Study Mission after each visit
7. Facilitation of action planning for improvement by the participants of the Study Mission
8. Collation of Memory Jogger Notes / a report of the best practices that are agreed by the best practice organisations who are sharing
9. Facilitation of the Code of Conduct for Benchmarking to protect the confidentiality of information shared by participants and best practice organisations
10. Facilitation of the people participating in the Study Mission to share ideas and practices with each other and also with the best practice organisations and getting to know each other well
11. Ensuring that the Study Mission is a very good experience by all involved including learning about cultural aspects that can influence the way best practices are deployed and expert facilitation of meals, accommodation, travel, sightseeing etc
12. Ensuring that the GBN Study Mission is successful both in terms of sharing and learning of best practices and also that financial losses are not incurred by GBN Members – in fact all GBN Members participating will be able to earn some income.



Discussion of learning points on a luxury coach between site visits regarding KM in Germany



GBN STUDY MISSION PROJECT

Bruce Searles and Terry Pilcher

Quite a number of Members responded to the recent questionnaire on Study Missions and the results are now in the Member's area of the GBN Web.

Action from You Now Please

Please advise

- a topic that your customers would be interested to learn about via a study mission
- for what reason (ie key customer request, general area of need etc)
- where they would like to visit and why
- what other aspects of a good study mission should we consider in our offer?
- any particular times/dates in 2014 that we should avoid in our planning with all inputs from other GBN members considered and
- if the right program was offered, what is your immediate sense or likelihood your customers might participate (H-high, M- medium, L- low)

We will finalise the topic and high level program by December 2013.

USPs for a GBN Study Mission

The Unique Selling Points for a GBN Study Mission as advised by Members are:

- A structured, formalized process
- A Global Perspective - We represent over 25 countries across the globe, our broad involvement
- We know what global best practices are today/true success stories
- We can demonstrate tangible, ROI for each dollar invested in benchmarking at reasonable pricing
- Proven IP – Best Practices Report
- Interesting programs
- Relevant topics for participants
- Optimal price

- Opportunity to visit and study best practices of different organisations
- Minimal effort of participant
- Actionable outcomes
- Relevant topics – Identifying and targeting known best practice organisations from the specific needs of clients
- Fully facilitated building in specific learning and reflection activity for participants including prioritized action planning
- Facilitation / capture of learnings by the participants of the Study Mission after each visit
- Attractive country / cities
- Professional flyer/website – lots of images
- Professional learning opportunity

Any Questions?

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STRATEGIC PLAN PROJECT

Bruce Searles

The GBN now has a 2014 to 2020 Strategic Plan!

The Plan can be viewed in the Members area of the GBN Website.

The Plan addresses strategic opportunities arising from the Benchmarking 2030 report and also from other environmental scanning, feedback over the past 2 years from GBN Members, feedback from over 100 Benchmarking Practitioners as well as Roundtables at our latest international conferences.

I would like to very much thank those Members and others who provided vital input to the Strategic Planning Process.

GBN Member Survey Responses

GBN Members responded to a questionnaire regarding the strategic plan and were given access to:

1. Draft GBN Strategic Plan – one page
2. Draft GBN SWOT
3. Background issues papers supporting each of the Strategic Actions in the draft strategic plan
4. Benchmarking 2030 Report, the process for which formed the Environmental Scanning for the Strategic Planning

Structure of the Strategic Plan

- Members generally liked the one page plan – it is a good trigger for discussion and subsequent consensus on the way ahead

Comment - the background issues papers provide more information on the linkages between the SWOT and the Environmental Scanning and each Strategic Action, other reasons underlying each strategic action, and a brief conceptual action plan for each Strategic Action should they be a priority

- Fraunhofer commented on the need for a better link between strategy levels and gap analysis – this has been addressed in the new draft plan but we delib-

erately have not gone to the full extent that a well resourced private sector organisation might

Engagement of GBN Members

The following Members provided significant comment on the Strategic Plan –

BestPrax Club Pvt. Ltd., India
Business Excellence Chile Ltd, Chile
COER, New Zealand
Fraunhofer Germany
Global Leadership Benchmarking Associates, USA
Gulf Lead Consultants, Kuwait
Mirza Associates Engineering Services (Pvt) Ltd, Paki-
Winning Moves, UK
BCS Management Services, UK
Benchmarking Partnerships, Australia

New Members including SPRING Singapore and Organisational Excellence Specialists, Canada have also provided valuable comments.

Other Members and prospective Members were involved in discussions at the Dubai and New Zealand AGMs, while hundreds of Members and practitioners were involved in the questionnaire, round tables and other discussions on the Environmental Scanning (Benchmarking 2030).

SWOT

The original draft SWOT stemmed from discussions at the Dubai AGM.

Other Members agreed with the draft SWOT – only providing minor comments while some felt it was too negative.

The SWOT has been updated as a result of these comments.

STRATEGIC PLAN PROJECT

Bruce Searles

Content

Most Members agreed with the structure and content of the draft Strategic Plan while others felt resulting projects should be focused more on external activities rather than reviewing internally.

At least one Member felt we have not been sufficiently “forceful” with the internal issues.

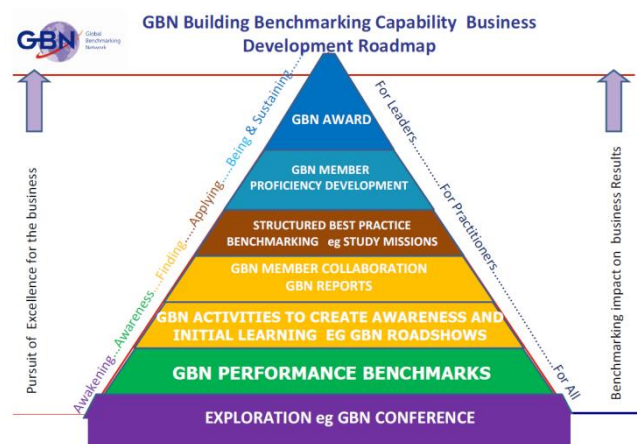
A number of Members felt that there is too much to action given our limited volunteer resources.

Both of these comments and others have been taken into account in the suggested next steps below.

Next Steps

Next steps were discussed at the Singapore AGM in November 2013

1. It was felt that the GBN Maturity Pyramid provides a good structure for implementation of the Plan. Dawn Ringrose and I will develop this further



2. The AGM discussed actioning a few doable projects each year stemming from the Strategic Plan. It was felt that these projects should be externally focused to make a difference in the exposure of benchmarking globally

3. It was recognised that previously approved projects will also make a difference as they are implemented further during 2014

New Projects for 2014

1. Identifying and Communicating Members Competence and Deliverables
2. Improvement Tools Survey focused at CEO / Leader level
3. Social Media e.g. LinkedIn

Available on the GBN Web

1. Member Survey Report
2. GBN SWOT
3. GBN Strategic Plan 2014 – 2020
4. GBN Maturity Pyramid (see draft below) – **any comments are welcome please**
5. Background Issues Papers for Each Strategic Action – see GBN Web Site

For more information including the background issues papers for each Strategic Action go to the Members area of www.globalbenchmarking.org

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NATIONAL BENCHMARKING

Ahmed Abbas

A National Strategy for promoting Benchmarking

In the last 10 years, benchmarking became one of the most popular quality tools to improve productivity and competitiveness. Any organisation willing to adopt best practices of process performance or even strategies can use benchmarking to do the job. To date benchmarking exercises are initiated by organisations that have identified the importance and capability of benchmarking to improve their performance. Other organisations that are unaware of benchmarking benefits and pitfalls are either not implementing benchmarking correctly or are far from starting any benchmarking project.

This research, mainly, aims to develop a national strategy or framework to promote the use of benchmarking on a national level. There are a number of reasons for conducting this research, the most important are:

- 1- benchmarking is a proven tool for attaining competitive and comparative positions by identifying the critical process and upgrading it to a world-class level through continuous search for best practice.
- 2- The high influence of benchmarking on Business Excellence frameworks, therefore better benchmarking implementation and results will lead to better business excellence framework implementation

A combination of qualitative and quantitative methods will be used to achieve the aim of this research, using surveys and interviews targeting the custodians of benchmarking programmes and surveys targeting organisations which participate in benchmarking programmes.

In order to achieve the main aim of the research there are four research objectives:

- 1- To identify the current state of benchmarking
- 2- To identify the benefit of developing a national benchmarking strategy
- 3- To identify the key components of a national benchmarking strategy
- 4- To identify best practices in the design and deployment of a national benchmarking strategy

Upon completion of this research, it is expected that this research will contribute to both academic and practitioner communities.

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GBN SECRETARIAT

Update of Homepage

The GBN Homepage [www. Globalbenchmarking.org](http://www.Globalbenchmarking.org) is now even more up-to-date and interactive. The main page includes a video explaining “What is Benchmarking?” and the Member Area is was expanded by the “GBN Member Feedback” part, where all members are invited to actively participate in the development of the GBN. Furthermore all content pages will be updated in 2014 to keep the GBN also online ready for the future

GBN Secretary Projects 2014

Besides the already mentioned update of the online content of the Homepage, the GBN Secretariat will compile a GBN Member Database that will show all GBN Members and their respective services. Out of these the GBN Service Portfolio will be developed to better promote the GBN and the services of each member. Furthermore a LinkedIn Page will be created to get into interactive discussions with new potential members and clients.

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