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**Insights into 20 years of GBN and the  
history of Benchmarking  
From the Father of Benchmarking  
Dr. Robert Camp and GBN Chairman Dr. Robin Mann**

**International Benchmarking Conference 2014  
in Orlando, Florida:  
The Conference in Disney World**

# GBNEWSLETTER

Issue No. 18 (July 2014)

Global Benchmarking Network

## Dear GBN Members

In 1994 four representatives of different countries gathered at a mansion and castle in the countryside of Stratford, England. On entering the castle one was greeted by a majestic Knight in shining, silver armor. The objective of this first organizing meeting was to discuss the future of a new quality initiative called "Benchmarking." The meeting followed two hugely successful workshops delivered at the Opera House in Manchester, England (the only venue large enough). It was the consensus that an organization be formed to spread the message of the art and science of best practice benchmarking worldwide. It was reassuring to know that the Knight was guarding the door to the castle where the meeting took place. Thus began the GBN.

It is commendable that 20 years since the GBN now has competency centers in over 25 countries, conducts an Annual Conference and grants a Global Benchmarking award. Mighty oaks from little acorns grow! Furthermore Best Practice Benchmarking received a prestigious recognition from the American Society for Quality awarding the 2014 Distinguished Service Medal. The citation reads in part; "This scientific approach called benchmarking is the leading, most enduring approach to quality, cost, productivity, customer satisfaction and competitive improvement technology today." It was accepted by me on behalf of and in trust for Quality Professionals worldwide who have pursued Best Practice Benchmarking and achieved breakthrough and is the capstone achievement of 20 years of the GBN's existence.

Sincerely



Dr. Camp



Best Practice Institute™

# GREETINGS FROM GBN MEMBERS

"Winning Moves has been a GBN member for the past few years and have benefitted greatly from the learning and friendships we have gained. We are proud members at this fantastic milestone in the Network's history."

**Mark Modena, UK**  
**Winning Moves**



**Suresh Lulla, India**  
**BestPrax Club Pvt. Ltd,**  
GBN Director Membership  
Engagement and Retention

"The highpoints for BestPrax Club's association with GBN have been: Hosting a Benchmarking Roadshow in Mumbai with the support of Directors



and having Dr. Robert Camp as the Chief Guest; Directors judging the BestPrax Benchmark."



"A highlight for me was being instrumental in the production of the 'GBN Review' which was the first ever truly global publication on benchmarking. As such, it was a significant milestone in benchmarking history."

**Terry Pilcher, UK**  
**BCS Management Services**  
GBN Director Marketing and Growth



**Tom Brock, UK**  
Secretary General 1994-2002, UK

"When in November 1994 I invited leading benchmarking experts from USA UK Germany Sweden and Italy to a meeting in Stratford upon Avon to explore the idea of creating The GBN little did I realise that 20 years on I would be sending a 'Well done' message to a truly global organisation."

"As a new member of GBN, I have been impressed with the global network of organizations and experts engaged in benchmarking and their willingness to learn, share, and celebrate with one another."

**Dawn Ringrose, Canada**  
**Organizational Excellence Specialists**



# GREETINGS FROM GBN MEMBERS

"What we value most from the GBN is the collaboration and friendship with other GBN Members in benchmarking projects like the GBN Roadshows in India and Canada, Benchmarking 2030 and Roundtables, the GBN Strategic Planning and active participation from GBN members in the KM Study Mission in Germany and upcoming study missions in Europe and Australia."



**Dr. Sunil Gupta, UAE**  
**Shikka Gupta, UAE**  
**Suhail Gupta, UAE**  
**IDEAS**  
**Management**  
**Consultants**

"A memorable high point for me was hosting the GBN Benchmarking Workshop and Global Benchmarking Award Competition as part of SPRING Singapore's Business Excellence Global Conference in October 2013. The more than 500 strong audience were impressed by the depth and breadth of management topics shared by the speakers and competing teams."



**Farshid Shokrehodaee, Iran**  
**General Manager Intelligent Per-**  
**sians Corporation**

**Anton Benc, Australia**  
**Benchmarking Partnerships**

**Bruce Searles, Australia**  
**Benchmarking Partnerships**  
GBN Director Business Develop-



"What we value most from the GBN is the mode of operation of the GBN and the opportunities it has provided for networking and collaboration. It has also helped us see our role as consultants differently and add value to our clients. Listening to other members and participants at the annual conference is also an eye opener."

**Low Iynee, Singapore**  
**Head Business and Ser-**  
**vice Excellence SPRING**  
**Singapore**



"GBN has been a platform for us to promote and develop the concept of Benchmarking in the Middle East, and Iran in particular. The members' endeavor to support and create value is my experience with GBN."



# GREETINGS FROM GBN MEMBERS

"Quality only happens when you care enough to do your best. Thank You GBN for continuously doing your best to promote quality benchmarking! GBN are an excellent organisation, one that we are very proud to be associated with."



**Jerry Karlsson, Sweden**  
**CEO Swedish Institute for Quality SIQ**

"Being part of the Global Benchmarking Network enabled us to organise an outstanding conference in Bahrain, and to conduct one of the most important global studies about benchmarking."



**Osama Salih, Saudi Arabia**  
**Team One Consulting**

"Congratulations to GBN! As a new member of the GBN, we are looking forward to sharing knowledge and best practices with you in the near future. By this we would like to invite you cordially to our 1st Jiangsu Benchmarking Conference which is scheduled for late 2015."

**Irene Collins, Ireland**  
**Managing Director EIQA**



"With GBN we have access to international benchmarks in all sectors and industries"

**Ahmed Abbas, Bahrain**  
**Bahrain Quality Society**



Being a member of GBN has in itself enabled us to benchmark our products and services and to collaboratively work with other members in maximizing the value of these products and services to our clients.

**Mr Yidong Hu, China**  
**Director of JSPC**



# GREETINGS FROM GBN MEMBERS



**Teresa Bagaman; Philippines**  
**Philippine Society for Quality (PSQ)**

"The Philippine Society for Quality looks forward to forging strong collaboration with GBN experts. We are excited to be part of GBN's journey towards promoting the use of benchmarking worldwide. Our sincere thanks to Dr. Mann and Dr. Kohl."

"As a founding member of the GBN we are proud to see the GBN growing. We are glad to be able to contribute to this unique network as well as to learn through it."

**Prof. Dr. Holger Kohl, Germany**  
**Fraunhofer IPK, Information Center**  
**Benchmarking**  
Founding Member of GBN



**Jan-Patrick Cap, Germany**  
**Fraunhofer IPK, Information Center**  
**Benchmarking**  
GBN Secretary

"Being part of this exceptional network and learning from all the experienced experts is a personal honor to me!"

"The GBN (1) combines global knowledge and supports the true spirit of benchmarking, and (2) it provides me with the professional and personal opportunity to link with truly dedicated and committed individuals across the globe in today's ever changing and highly inter-related world. It is a great honor for me to host the 20th anniversary edition of the AGM and IBCON at a special place as Disneyworld, in the home country of one of our founders, Mr. Robert Camp. I hope to see all of our members in Orlando, Florida in December."

**Dale F. Weeks, USA**  
**Global Leadership and Benchmarking Associates (GLBA)**  
Organiser of the 20<sup>th</sup> GBN Annual General Meeting and 9<sup>th</sup> IBCON



# GREETINGS FROM GBN MEMBERS

"The GBN serves as a constant reminder of how important benchmarking is at an organizational, national and global level. Its research projects have made a major contribution to our understanding of benchmarking and enable the GBN to remain relevant and leading-edge. A highlight has been the annual conference – now in its 9th year with the conference in Florida. Sharing ideas and learning from benchmarking experts from around the globe continues to be fun and very rewarding"



**Dr. Peter Heisig, UK**  
**Leeds University Business School,**  
**Global Knowledge Research Net-**  
**work eureka**  
Honorary Associate of the GBN

**Dr. Robin Mann, New Zealand**  
**Centre for Organisational Excellence**  
**Research, School of Engineering and**  
**Advanced Technology, Massey Uni-**  
**versity**

GBN Chairman



"Serving the GBN as their chairman (2000-2004), it was an honour to work with the colleagues from the centres around the world. After the initial phase led by Tom Brock, it was time to further consolidate the network. By creating an inventory of all products & services provided by the GBN members, a basis for further collaboration and knowledge exchange was formed. It was an exciting time, I learned a lot from our colleagues and I still enjoy the friendship and collaborative spirit of this unique global network. I trust that the GBN will continue to successfully serve organisations around the world."



**Picture of the 10 year GBN Anniversary**  
**Fraunhofer IPK, 2004, Berlin - Germany**

# NEW MEMBER

## Philippine Society for Quality (PSQ)



PSQ was organized in 1969. The following are its current offerings to members:

- Organize quality dialogues and symposia, seminars, training programs.
- Organize annual National Quality Forum
- Establish linkage with government and private organizations (local and international) in promoting quality practices in the country.
- Administer the Philippine Quality Award (adapted Malcolm Baldrige National Quality Award), highest national quality award for the private sector in coordination with the Department of Trade and Industry – Center for Industrial Competitiveness
- Coordinates Sharing of Best Practices among its member companies through “Ugnayan” or featuring excellent practices during membership meetings or through the PSQ website or social media

**Vision:** We will be the leading source of Quality Knowledge for a globally competitive nation.

**Mission:** We are a community of quality management professionals dedicated to the pursuit of performance excellence.

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# 9TH INTERNATIONAL BENCHMARKING CONFERENCE (IBCON) AND 23RD ANNUAL GENERAL MEETING (AGM)

DEC. 1ST-5TH 2014 ORLANDO, FLORIDA, USA

## 9<sup>th</sup> International Benchmarking Conference (IBCON) and 23<sup>rd</sup> Annual General Meeting (AGM)

The Global Benchmarking Network (GBN) is pleased to announce our December 2014 9th International Benchmarking Conference (IBCON). This 2014 event is targeted for senior leaders in both the private and public sectors, with a distinct and unique focus on how to sustain performance excellence through benchmarking and best practices for the next 10 – 20 years or more. As an introduction, here are some of our major performance excellence highlights for this event:

- Learn and discuss with GBN experts from countries like Australia, New Zealand, Germany, India, UK, Canada, and the USA
- Learn the world renown best practices of Disney enterprises and / or Florida Convention Center in a keynote address and possibly a ½ day practical workshop
- Learn how Benchmarking will vastly improve your business results, encourage innovation, and support your longer term sustainability
- Keynote address from the founder of benchmarking Dr. Robert Camp
- Optional site visit to Disney itself to see best practices in action
- Opening address from senior leadership of both recent USA and global Baldrige winners in government, business, healthcare, and/or education
- Learn how to leverage the Global Megatrends for your business success up to 2030
- Hear and discuss a large number of practical best practices leading to improved business outcomes from many countries as part of the annual international GBN Benchmarking Awards and Best Practices Awards
- Hear and discuss best practices from local enterprises in the USA and beyond

## Travel Information

In addition, our exceptional 2014 GBN conference is scheduled to be held near one of the most extraordinary conference locations on our planet: Disneyworld in Orlando, Florida, USA. Please click on the links below for an initial review of our planned 2014 site location that follows in the footsteps of our recent successful events Singapore (2013) and New Zealand (2012).

- <http://www.visitorlando.com/>
- <http://www.worldbusinesscapabilitycongress.com>

And, you will have exclusive access to many special Disney benefits that will add a memorable touch to our meeting and conference, including customized programming and event productions, Disney Institute seminars, access to magnificent venues with-

in the Theme Parks, discounted Disney Tickets designed to fit your meeting schedule, private viewing of IllumiNations fireworks show - with dinner/desserts on one of the patios, complimentary Disney transportation, and the exclusive Extra Magic Hours benefit.



# 9TH INTERNATIONAL BENCHMARKING CONFERENCE (IBCON) AND 23RD ANNUAL GENERAL MEETING (AGM)

DEC. 1ST-5TH 2014 ORLANDO, FLORIDA, USA

## Why the United States in 2014?

The United States over the last 3 – 5 years or more has not been deeply involved with benchmarking to a large degree, in either the public or private sectors, that is visible to our citizens in general. There are some exceptions though that will be highlighted at this Conference.



© Picture: wikipedia - Bill Dickinson, Orlando Skyline at night

Our GBN response is our 2014 conference that is intended to significantly improve the focus of US involvement in global benchmarking. It will include distinct showcased global success stories that explain the explicit advantages of formal benchmarking to a proposed audience of senior executives from all major sectors of our society – government, business, education, healthcare, and not-for-profit in order to increase the GBN spread and help to achieve the GBN Vision.

## Our Targeted Customers – Senior Level Leadership

A distinct focus for this conference will be on building a greater sense of participation on all levels of delegates from „as many as possible“ of our G-20 nations, most particularly those that have not in recent years been a part of our structured GBN business activity.

A target involvement of 200 - 250 senior leaders in the public, not for profit, healthcare, and private sectors is

envisioned for this IBCON event. Explicit sponsorship and advanced registration materials are now available from Dale Weeks at [dfwglba@gmail.com](mailto:dfwglba@gmail.com). We look forward to an extremely enlightening and extraordinary 2014 conference.

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# CALL TO ACTION FOR OUR 2014 INTERNATIONAL BENCHMARKING

DEC. 1ST-5TH 2014 ORLANDO, FLORIDA, USA

Welcome to our 2014 AGM and 9th International Benchmarking Conference (IBCON) to be held this year in Orlando, Florida between 1 and 5 December, 2014. Our conference web site is now complete for your active use: The Conference Theme is Innovation and Performance Excellence on a Global Scale - Making Strategic Benchmarking Work for You. The venue is part of the Disney facilities and we will be benchmarking, learning and having fun also through the Disney experience.

Go to - <http://ibcon.globalbenchmarking.org/>

Please review this web site and become familiar with our conference theme, content, draft speakers / program, sponsorship request, and registration process. Please also prepare yourself to actively participate in the AGM and the IBCON. We are also asking for your help in marketing this vital 2014 IBCON event within your respective countries and client base.

Finally, please be assured that Dale is available in any way feasible to help and support you - all of us - in selling and marketing this event over the next 5 - 6 months (early bird deals are available until 1 September) to our senior leadership candidates across the globe. If you wish to speak at the Conference or have any other comments or questions please contact Dale on [dfwglba@gmail.com](mailto:dfwglba@gmail.com)

This is our opportunity to build, grow, and expand the involvement and true impact of our GBN - to be THE Global hub for benchmarking!

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# 3RD GLOBAL BENCHMARKING AWARD – ENTRIES ARE NOW OPEN

## 3rd Global Benchmarking Award – Entries are now open



The GBN has recently created a new website to solely promote the Global Benchmarking

Award, [www.globalbenchmarkingaward.com](http://www.globalbenchmarkingaward.com). Please can all members promote this award and link to it from their websites.

The 3rd Global Benchmarking Award will be held at the 9th International Benchmarking Conference, 3/4 December 2014, Orlando, Florida.

The Global Benchmarking Network (GBN) launched the Global Benchmarking Award in 2012 with the winner being Watson Real Estate (New Zealand). In 2013 the winner was the Knowledge and Human Development Authority (United Arab Emirates). Videos of these award winning organisations are shown on the award website.

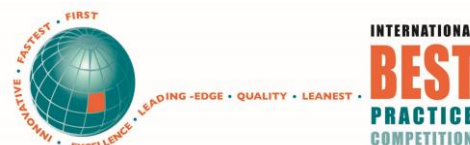
The Global Benchmarking Award encourages organisations to share how benchmarking (comparing and learning from others) is an integral part of their improvement and innovation drive.

Entering the award is easy. It requires a short written application of the organisation's benchmarking approach and systems followed by an 8 minute presentation at the GBN's 9th International Benchmarking Conference.

The closing date for entries is the 18th of August 2014, for more information about the award visit the official award website.

## 3rd International Best practice Competition – Entries are now open

The 3rd International Best Practice



Competition ([www.bestpracticecompetition.com](http://www.bestpracticecompetition.com)) will be held on the 25th of November 2014 at the Abu Dhabi Chamber of Commerce (an additional event will be staged at the GBN's conference in Florida to encourage North and South American organisations to participate). The competition is organised by COER and supported by a number of GBN members. More GBN members are encouraged to promote this award to facilitate the sharing of best practices globally. Some countries such as India, Iran, Australia and the Philippines have established National Competitions that feed into the International Competition.

The winner in 2013 was the Immigration and Checkpoints Authority (Singapore) and 2012, Curtin University (Australia). 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 closing date for entries is the 18th of August 2014, for more information about the award visit the official competition website.

For the help that GBN members provide in obtaining applications for these two awards 20% of the Competition Application Fee will be paid to members that encouraged the applicant(s) to apply. Details of the GBN member will need to be recorded on the application form and/or given to COER.

# GBN INNOVATION ENTERPRISES STUDY MISSION

First GBN Study Mission, Australia, 6th to 10th of October 2014

## Global Benchmarking Network GBN Innovation Enterprises Study Mission, Australia

This first GBN International Study Mission, Mon 6th – Fri 10th October, 2014 is in Australia and is a wonderful opportunity for GBN members and their key customer organisations to visit and learn from inspiring INNOVATIVE organizations.

We have responded to GBN member feedback to maximize participation with international networking and a great learning experience. GBN Members are encouraged to participate with their clients in this first GBN Study Mission to ensure a great take-up of delegates to register and benefit from this sensational event that culminates the total experience of every aspect of Best Practice benchmarking in the one week( face to face learning, best practice insights, tools, strategies, case studies, benchmarks, meet like minded people from culturally diverse backgrounds, learn what they do well, guided facilitation of lessons learnt, action planning on what's important for your business, ongoing mutual networking and relationship building after the event).

The GBN project leaders have deliberately structured this event for 'time poor' organizations and with substantial discounts for you and your customer organisations for your choice of participation where you can attend one day, some days or all days.

### **An insight to the learning & practices**

The GBN project leaders are currently short listing a team of host organizations based on the scope of emerging Best Practice 'Innovative Enterprises' and your feedback which includes practices/areas such as:

- Business Innovation, changing the strategic nature/value chain
- Disruptive Business Innovation

- Society Value creation, taking the risk and doing work that lifts and builds social capital
- Innovation as a better way to deliver value
- Inspire emotional connection to ideas
- Innovation to delight our customers, rather than just meeting their expectations
- Team Innovation collaborating a rich culture
- Innovation for the collective good, impacting humanity and opportunity for a better life

### **Types of host organizations being considered to share with you include...**

- The Commonwealth Scientific and Industrial Research Organisation (CSIRO) is Australia's national science and industrial research agency. It was founded in 1926 and employs approximately 6,600 staff. The primary roles of CSIRO is to meet the objectives set by the Australian Federal Government, being to find new ways benefit the Australian community and the economic and social performance of industry through research and development. A specialist SME Engagement Centre operates to undertake applied R&D and transfer this intellectual property to the SME client by placing the researcher inside the business. As at April 2014, over 100 of these Researchers in Business projects have been completed, generating wealth for SMEs and new jobs for the national interest. The CSIRO won the 2013 Australian Business Award – Innovation.
- AMP, a leading independent wealth management company in Australia and New Zealand which has helped people and organisations build financial security since 1849 is engaged in growing corporate cultures of innovation and talent development. At this organisation you will experience AMP's Innovation Journey and



# GBN INNOVATION ENTERPRISES STUDY MISSION

First GBN Study Mission, Australia, 6th to 10th of October 2014

the Amplify programme as power catalyst for change and culture. See website. [www.amplifyfestival.com.au](http://www.amplifyfestival.com.au). You will also learn how AMP transitions from Product-Centricity to Customer-Centricity. AMP will also share their AMP Centre of Excellence in Human-Centred Design and AMP's business transformation journey from senior executives and process owners

- LeasePlan, a recognised previous Australian Business Excellence winner, has been on a continuous improvement journey over many years, this culture is now underpinned by making concrete the key skills of critical collaboration, critical thinking and critical communication. This continuous improvement application is innovative in many areas and recognised with LeasePlan's collaborative LEAN thinking and problem solving process term 'A3' as the heart-beat and quality catalyst of LeasePlan's change process for continuous improvement. The role of A3 in LeasePlan's Continuous Improvement change process deals with the problem background/current situation, goals and target condition/root cause analysis, collaboration and cost benefit analysis. Their self managed project team process forces structured thinking and quick communication through well integrated tools, diagrams and simple graphics contributing to deeper understanding of any problem, its root cause and best value solution.
- South East Water Ltd, a previous Gold Business Excellence award winning organisation. South East Water is committed to innovative research and development of new markets, new ideas, emerging needs and total customer value and experience, specifically they will share their innovative research process as well as how they invest in new technologies ahead of the market

such as digital metering, and self serve customer interfacing and reporting. South East Water has been an industry leader in Customer Service over the last 2 decades with several industry awards and recognised by Benchmarking Partnerships from detailed benchmark and comparative analysis to be in the top 3% of all Australian Contact Centres across 140 leading contact centres in the Asia Pacific region. A tour and dialogue with Contact Centre leaders and staff noting the people, culture, environment, performance boards etc is a must on this Mission.

- CISCO- They won the international McKinsey award for Innovation. The Operations Manager and Chief of Staff of CISCO, a major global technical organisation's Services Innovation Excellence Center will be sharing with us in Melbourne his experiences even though his Innovation Centre is in San Jose California. CISCO will share their Innovation strategies, tools and insights with you.
- A major telecommunication organisation is considering hosting with its 'Innovation Hub' centre and/or Internal consulting unit, both very innovative in nature is seriously considering to host and present.
- We are also in discussions with a global technological product manufacturer, an innovative Leadership Development government agency and others to share including an Australian agency innovative initiative that offers comprehensive, confidential advice and support to eligible Australian small and medium businesses to help them transform and reach their full potential.

# GBN INNOVATION ENTERPRISES STUDY MISSION

First GBN Study Mission, Australia, 6th to 10th of October 2014

Refer to the full range of benefits, outline program, customer discounts, GBN member retainers and further information download the flyer with URL links at [http://www.globalbenchmarking.ipk.fraunhofer.de/fileadmin/user\\_upload/GBN/PDF/1st\\_GBN\\_Study\\_mission\\_australia.pdf](http://www.globalbenchmarking.ipk.fraunhofer.de/fileadmin/user_upload/GBN/PDF/1st_GBN_Study_mission_australia.pdf)

The GBN Project Team proudly delivering this First Study Mission to you includes:

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# PUBLIC SECTOR PERFORMANCE STUDY MISSION

First Public Sector Performance Study Mission, Europe, 23-27<sup>th</sup> of February 2015

## Public Sector Performance Study Mission

This first Study Mission is structured for your choice of participation where you can attend one day, some days or all days.

Connecting People, Knowledge & Creative Ideas Through Site Visits & Creative Workshops (in English).

## **Tentative Programme**

Site Visits:

- European CAF Resource Centre, the Common Assessment Framework for 3,000 registered European public sector organisations
- European CAF Users Meeting, network with public sector peers using CAF
- Visit CAF User Organisations, learn Best Practices for their improved performance
- CAF Resource Centre, Germany another insight into CAF resourcing

- Various occasions to meet, discuss and share experiences with public sector organisations working with CAF and demonstrating the steps in process of working with CAF and the results achieved;
- A closer look in good practices from European public sector organisations
- Opportunities to go on-site in some European cities (possible locations in Belgium, Germany, the Netherlands etc), EU institutions (in Brussels - Belgium) and the European CAF Resource Centre (in the Netherlands) as well as meeting other CAF users from around Europe.

For further information download the flyer at

[http://www.globalbenchmarking.ipk.fraunhofer.de/fileadmin/user\\_upload/GBN/PDF/1st\\_Study\\_Mission\\_Europe\\_Flyer.pdf](http://www.globalbenchmarking.ipk.fraunhofer.de/fileadmin/user_upload/GBN/PDF/1st_Study_Mission_Europe_Flyer.pdf)

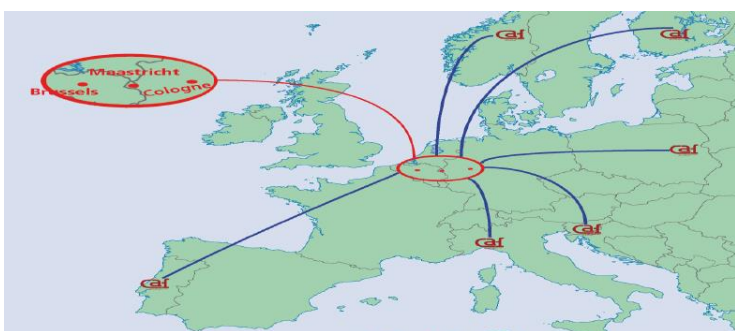
or

**Encouragement for GBN Members to promote and attend the Study Missions with their clients**

We would now like members to help us make these two events a success by promoting them to their clients as vigorously as possible. As part of this it would be useful to know of any special aspects that potential customers would be particularly interested in within the topic areas chosen.

## **What this Study Mission offers you**

- An in-depth insight in the CAF instrument and the European and national dynamics;
- A unique opportunity to receive first hand information from the drivers behind this successful dynamic (national actors and the European CAF Resource);



# PUBLIC SECTOR PERFORMANCE STUDY MISSION

First Public Sector Performance Study Mission, Europe, 23-27<sup>th</sup> of February 2015

If you, as a GBN (Global Benchmarking Net-work) member or a leading industry/peak body organisation are able to encourage your customer/member organisations to join, then you will receive a generous US\$40/person/day for EACH customer/member your organisation for each person you can attract to participate, in addition to the other discounts and incentives @:

[http://www.benchmarkingpartnerships.com.au/w\\_StudyMissionTermsInvestment.pdf](http://www.benchmarkingpartnerships.com.au/w_StudyMissionTermsInvestment.pdf)

Or

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# THE HISTORY OF BENCHMARKING

by Dr. Robin Mann

Dr. Robin Mann, Chairman of the Global Benchmarking Network, will explain from his perspective some of the major developments in benchmarking covering the past, present and future.

## The Past

It is now over 20 years since the publication of the first book on benchmarking by Dr Robert Camp (1989): *Benchmarking: The Search for Industry Best Practices that lead to Superior Performance*.

This was a ground-breaking book. It described a new methodology called "Benchmarking" and how to apply it based on Dr Camp's experience of managing the benchmarking programme within Xerox. The uniqueness of Xerox's approach was that they moved from "competitive benchmarking", which was principally used to examine manufacturing costs through product comparisons, to "non-competitive benchmarking" which encompassed a 10 step methodology. Xerox recognised that in order to survive and grow they needed to do more than compare against competitors – what they needed to do was to develop superior practices from learning from best practices wherever they exist.

Between 1981 and 1989, Xerox undertook over 200 benchmarking projects, learning from the best irrespective of which industry they came from. These included American Express (for billing and collection), Cummins Engines and Ford (for factory floor layout), Florida Power and Light (for quality improvement), Honda (for supplier development), Toyota (for quality management), Hewlett-Packard (for research and product development), Saturn (a division of General Motors) and Fuji Xerox (for manufacturing operations) and DuPont (for

manufacturing safety). Xerox transformed itself from an organisation which was in danger of going out of business (their market share had plummeted from 86% in 1974 to just 17% in 1984) to one that became recognised as a world-class. Xerox became the first company to win both the Malcolm Baldrige National Quality Award in 1989 and the European Quality Award in 1992. This transformation process from "crisis point" to "world-class" took 8 years.

Stage	Step	Camp Model
Planning	1	Identify what is to be benchmarked
	2	Identify comparative companies
	3	Determine data collection method & collect data
Analysis	4	Determine current performance 'gap'
	5	Project future performance levels
Integration	6	Communicate benchmark findings and gain acceptance
	7	Establish functional goals
Action	8	Develop action plans
	9	Implement specific actions & monitor progress
	10	Re-calibrate benchmarks
Maturity	Leadership position attained Practices fully integrated into processes	

**Figure 1 – Xerox's 10 Step Benchmarking Methodology**

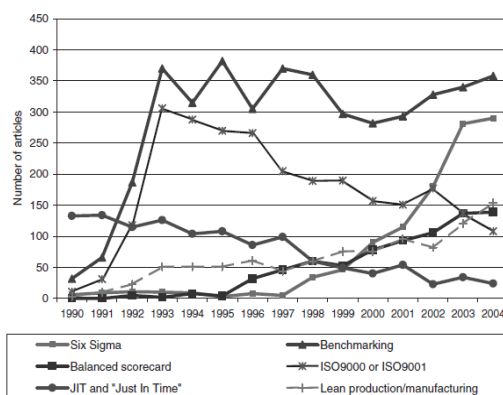
Due to Xerox's success, benchmarking became known worldwide. Figure 2 shows the rise in popularity of benchmarking from 1990 when there were only a few publications on the subject to over 350 per year in 1993. This number of publications has been maintained each year. This is quite unusual – most quality management techniques have followed a "fad cycle" where



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they are popular for a few years and then their popularity declines.



**Figure 2 – Number of articles published in ProQuest (1990–2004) on tools and techniques**  
(Thawesaengskulthai, N and J. Tannock, 2008.)

The reason for the continuing popularity of benchmarking stems not only from it being a valuable improvement tool but also because key institutions actively promote it. The developers of both the EFQM Business Excellence Criteria and the Baldrige Criteria for Performance Excellence position benchmarking as a key component of business excellence – therefore bringing greater awareness of benchmarking to leading organisations around the world. Also, the Global Benchmarking Network (GBN) was created in 1994 to promote and encourage its use worldwide. The GBN was formed by experts from benchmarking centres in Germany, Italy, Sweden, the United Kingdom and the United States (with Dr Robert Camp serving as

President). Since 1994, the GBN has helped organisations to learn about and use benchmarking methods and has grown to a membership of 29 benchmarking centres representing 22 countries.

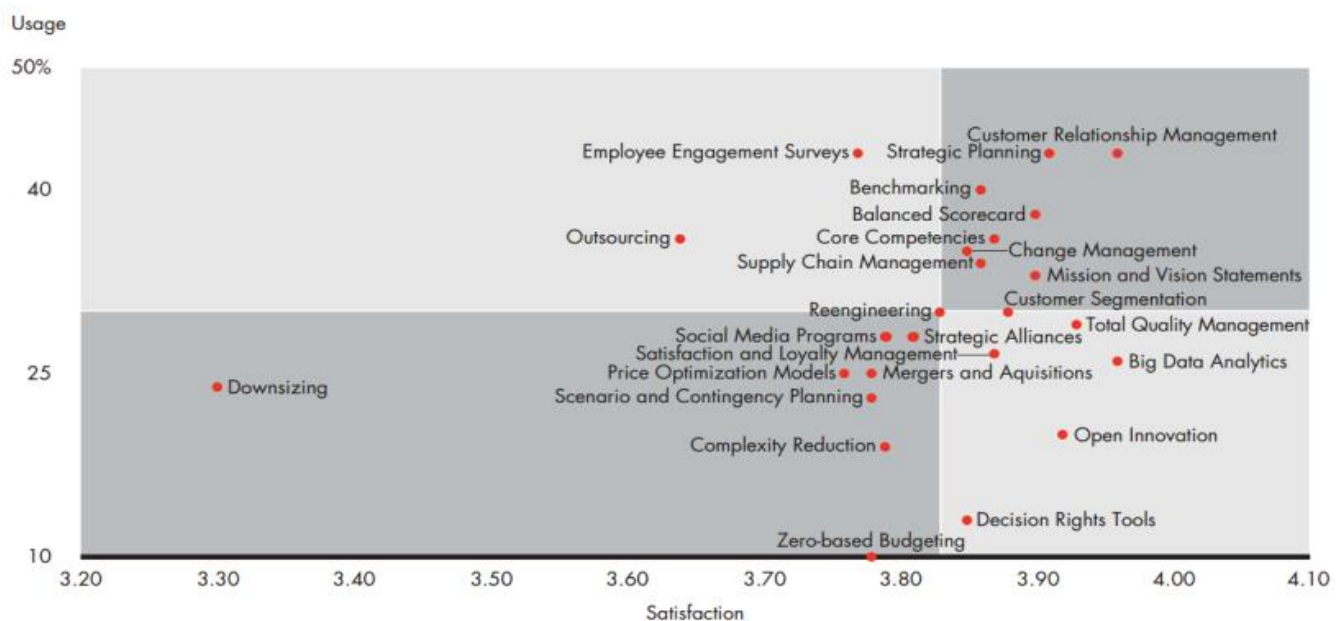
## The Present

In the last 20 years, benchmarking methodologies have evolved and technology has helped to make it easier to undertake. Most research studies in the last few years have identified benchmarking as a top five tool in terms of popularity in terms of usage and above average in terms of satisfaction – see Figure 3.

Whilst benchmarking has become popular there have been questions raised about its effectiveness. Research by the GBN (Mann et al, 2010) identified a potential reason why satisfaction rates for benchmarking were not as high as some other techniques. It seems that organisations have widely different opinions on what benchmarking is and how to apply it, leading to a sizeable % of organisations recording poor returns from benchmarking. According to the GBN study almost 30% of organisations that use benchmarking obtain an average return/saving per project of less than \$15,000. This is in contrast to 20% obtaining an average return/saving per project of greater than \$250,000 per project with some obtaining returns in the millions of dollars. The reasons for this disparity in success, was reported as:

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**Figure 3 – Popularity and Satisfaction of Management Tools and Techniques (over 9,000 respondents worldwide) (Rigby, 2013)**

- 25% of respondents that used benchmarking had not been trained in benchmarking and another 30% of respondents indicated that “only a few of the employees had received training or that training was rarely given”.
- 30% of respondents that used benchmarking do not follow a particular benchmarking methodology when conducting benchmarking projects.
- 25% of respondents do not follow (or rarely follow) a benchmarking code of conduct when undertaking a benchmarking project.
- 30% of respondents “do not, rarely, or sometimes” develop a project brief for their benchmarking project specifying the aim, scope, sponsor, and members of the benchmarking team – thus indicating poor project planning.
- 35% of respondents do not (or rarely) undertake a cost and benefits analysis of the project once it is completed.

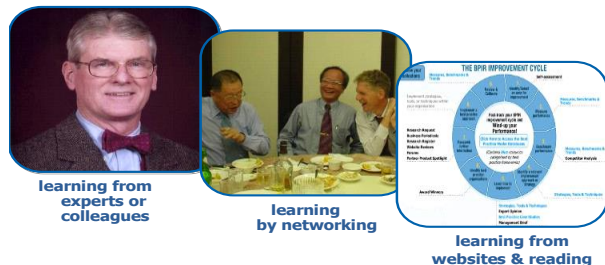
One of the common problems is that many people consider benchmarking to be solely about comparison rather than learning from the practices of other organisations and adapting and implementing these practices. In recent years, the GBN has been promoting the following definitions of benchmarking to assist in its understanding.

**Informal Benchmarking** refers to benchmarking that does not follow a process or a procedure. It refers to the type of benchmarking that everyone does at work, often unconsciously, involving comparing and learning from the behaviour and practices of others. Learning from informal benchmarking typically comes from the following:

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- Talking to work colleagues and learning from their experience.
- Consulting with experts who have experience of implementing a particular process or activity in many business environments
- Networking with other people from other organisations at conferences, seminars, and Internet forums.
- On-line databases/web sites and publications that share benchmarking information provide quick and easy ways to learn of best practices and benchmarks.



**Figure 4 – Informal benchmarking can be used by everyone (the man with the bow-tie is the GBN's Life-time Honorary President, Dr Robert Camp)**

**Formal Benchmarking** consists of two types – Performance Benchmarking and Best Practice Benchmarking.

- Performance benchmarking describes the comparison of performance data obtained from studying similar processes or activities. Performance benchmarking may involve the comparison of financial measures (such as expenditure, cost of labour, cost of buildings/equipment) or non-financial measures (such as absenteeism, staff turnover, complaints, call centre performance).
- Best Practice Benchmarking describes the comparison of performance data obtained from studying similar processes or activities and identifying, adapting, and implementing the practices that produced the best performance results. The Xerox methodology

can be described as a best practice benchmarking methodology.

Both Informal and Formal benchmarking can be used internally (learning inside the organisation), externally (learning from other organisations) or competitively (learning from competitors).

Informal and formal benchmarking are complementary and supportive of each other. Informal benchmarking is easier to do and accessible to everyone and is therefore useful for cultural change whilst formal benchmarking is more structured and usually undertaken by project teams and over a longer time-frame. Organisations that have systems in place to encourage informal benchmarking are more likely to be successful with formal benchmarking as their people will be more willing to embrace change and they will already have knowledge of potential best practices and strong contacts with other organisations that can become benchmarking partners.

A recent development has been the move to professionalise the field of benchmarking. New benchmarking methodologies have emerged that provide in-depth guidelines and instructions on how to do benchmarking well. This discipline of following a methodology is important if organisations are to be successful at formal benchmarking. It is paramount that a consistent methodology is used otherwise each project will follow a different approach with varying levels of success. A standard but flexible approach will lead to a greater transfer of knowledge between projects and also an improved methodology over time based on the learning from each project.

To encourage an integrated and pervasive approach to benchmarking the Global Benchmarking Award was founded by the GBN in 2012. Whilst the award recognises those organisations that have developed an effective approach for benchmarking the process for applying and winning the award is designed to maximise the level of sharing between organisations. It requires a short written application followed by an 8 minute presentation at the GBN's International Benchmarking

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Conference. The simple application process aims to encourage high participation levels and greater sharing and networking. The applications and presentations are judged in front of the conference delegates to enable delegates to gain a more in-depth understanding of the benchmarking approaches. The winner in 2013 was the Knowledge and Human Development Authority (KHDA) in Dubai which is using benchmarking as a key method to improve the educational performance of private schools. The 3rd Global Benchmarking Award will be held in Florida, Orlanda, 3 to 4th December 2014.



**Figure 5 – KHDA receiving the Global Benchmarking Award from the Global Benchmarking Network.**

Technological advancements have transformed communications and opened up a whole new information based world. Any organisation can now access low-cost internet-based benchmarking services and opportunities such as consortia, surveys both on and off line, virtual common interest groups, best practice information resources and social networking sites for contacting potential benchmarking partners. Many GBN members offer a wide variety of resources to assist on-line benchmarking. These resources are a real boon to organisations that want to access best practices and expert advice/opinion but do not have the resources for full-scale benchmarking projects.

## The Future

So how will benchmarking develop in the next 20 years? This question was asked by the GBN as part of its "Benchmarking 2030 – the Future of Benchmarking Research Project" (Searles et al, 2013). The findings revealed that:

### 1. Benchmarking has a strong future

Informal benchmarking will continue to be used, enhanced by new social media and other technology and is an important lead indicator for establishing more formal benchmarking.

- a. Structured formal benchmarking needs to be given more emphasis, particularly when it involves face to face human interaction so that nuances of a best practice are captured.
- b. The GBN has a strong role to make 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

- a. Benchmarking has the opportunity to provide a web of knowledge exchange and innovation to address challenges associated with Megatrends for the benefit of progressing lifestyles and sustaining humankind and our environment.
- b. 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
- c. There is a need to move towards emphasising the "carrots" (improvement incentives, speed), and the "sticks" (common Megatrend issues) that will create the desire for change
- d. Benchmarking needs to "speak the language" of leaders – and trend towards the language of future leaders who are the youths of today

### 3. The GBN should review and encourage "benchmarking values"

- a. Contributors to this project tended to reinforce the need for the GBN to strengthen the

# THE HISTORY OF BENCHMARKING

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visibility and implementation of core values in benchmarking (like the GBN Values) towards the greater good of mankind and the sustainability for future generations

- b. New values that may need to be promoted are co-operation, transparency and selflessness.

#### 4. The role of the GBN should be reviewed

The GBN should review the following:

- a. Its prime roles of focus - educational; disseminative; promotional and mentoring – are these roles right?
- b. Its level of focus on different industry sectors; government, not-for-profit sectors and private sector. Is the current balance right?
- c. How it facilitates benchmarking (create connections & collaboration to share) between Countries and between Professions / 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
- d. Examine how the integration or connectivity of benchmarking and other improvement tools and business excellence (including GBNs interaction with business excellence peak bodies) should or could look.
- e. Emphasise the role of people in benchmarking – it is people who need to access others' knowledge and experience in such a way that they can adapt what they have found to their specific needs, culture and systems – no technology can do this.

Undoubtedly technology will play an increasing part in benchmarking enabling organisations to share benchmarks and best practices more quickly and all over the world. With advances in communication technology it will be interesting to see how individuals and organizations cope with the increase in data and information. The speed with which businesses want solutions and best practices is expected to accelerate. The providers of benchmarking services need to acknowledge this.

In the future, it is envisaged that benchmarking will help organisations and economies to improve at a faster rate. Whilst the speed of exchanging information (and therefore benchmarking) will increase we need to ensure that organisational decisions are based on sound judgement. It is expected that a disciplined approach using a benchmarking methodology will always have its place alongside an informal approach to benchmarking. The challenge will be to decide which type of benchmarking to do for which circumstance. For instance, a disciplined approach may be advised for opportunities for improvement where speed for solutions is not critical but where breakthrough improvements could have a huge impact on the bottom-line. Faster approaches will be used for issues and opportunities that need to be tackled in a shorter period of time or are less important, with the understanding that faster approaches are riskier and less likely to produce as large a gain.

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# A PIECE OF HISTORY – 20 YEARS GBN

20<sup>th</sup> Global Benchmarking Network Anniversary by Ronald Orth

## THE global institution for Benchmarking is celebrating its 20<sup>th</sup> anniversary

### Foundation

In 1993, discussions between The Benchmarking Centre (UK), the Benchmarking Club Italy (I), Information Centre Benchmarking of Fraunhofer IPK (D), Swedish Quality Institute (S) and the Strategic Planning Institute (USA) came together to evaluate the possibility of a co-operative network. Then in 1994, after debate and agreement, the Global Benchmarking Network (GBN) was officially established by these founding members as a community of legally independent benchmarking centres, with the objective to achieve a consistent understanding of benchmarking as a management method and to promote its worldwide spread and utilisation. Dr Robert C. Camp, from the Best Practice Institute in the USA, who developed the benchmarking method, was appointed the first head of the Network.

The AGM in Madrid, Spain, in June 2001, saw the agreement to change the Officers' structure of the GBN. The position of President was established, with Bob Camp elected as the first President, having been the Chairman since 1994. Also, Peter Heisig, from the Information Centre Benchmarking (ICB) in Berlin, was elected Chairman, having been the Vice Chairman since 2000. At the 11th AGM in Harrogate, UK in October 2002 Tom Brock announced his retirement. As a result of this decision, both New Zealand and Germany offered to provide the future GBN Secretariat. A vote by GBN Affiliates resulted in the Secretariat moving to ICB in Berlin.

Also during the 2002 Harrogate AGM, the Affiliates agreed to remove from the Memorandum of Understanding the restrictive practice of one centre per country only and to allow as many Centres of Excellence in a

country to Affiliate to the GBN, providing the existing Affiliate has no reasonable objections.

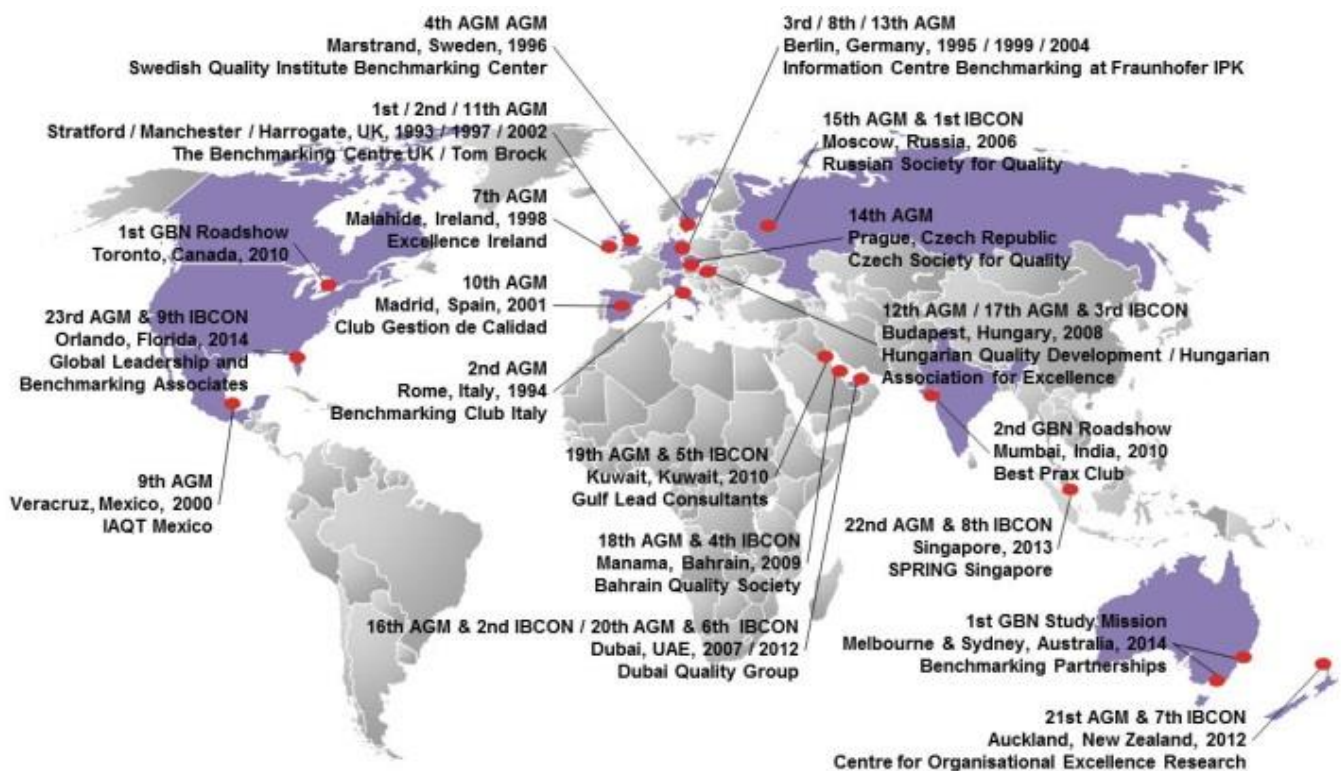
### GBN Expansion

After the establishment of the GBN, one of the main objectives was to enlarge its scope and identify potential membership candidates. The spread of the benchmarking method quickly proved that the emphasis for this lay primarily with the USA and the UK, as well as those European countries which were economically the strongest. During recent years the interest in best practice benchmarking and the establishment of centres of competency have risen substantially in the Asia/Pacific region.

The GBN has intended, and still intends, to achieve geographical expansion rather than national penetration. Therefore, the recruitment of new members is considered an ongoing task, while the emphasis is put on the search for existing benchmarking centres in new member states. After the market economy had opened for Middle-European countries, members from Hungary, Moldova, the Czech Republic and Slovakia joined the GBN. Nowadays countries from Asia and the Middle East are joining. In 2013 and 2014 7 organizations from across the globe joined the GBN: China, Singapore, UAE (Dubai), Malaysia, Philippines, Canada and Oman. Currently the GBN comprises 30 Affiliates from around the world.

# A PIECE OF HISTORY – 20 YEARS GBN

20<sup>th</sup> Global Benchmarking Network Anniversary by Ronald Orth



## Visibility of GBN as an International Organisation - Benchmarking 2030 and Improvement Tools Research

As stated in the vision, the GBN is setting itself the goal to be recognised as the global hub for benchmarking with active representation in all countries. Therefore the mission is promoting and facilitating the use of benchmarking and sharing of best practices by helping each other, and working together.

The GBN is actively enforcing its mission and vision through various international events. In 2006 the first International Benchmarking Conference was held in Moscow Russia, starting a success story with annual conferences since then across the globe in Dubai, Budapest, Manama, Kuwait, Auckland and Singapore. In 2008 the first GBN Roadshow launched and has suc-

cessfully been repeated in India in 2010. The GBN's Global Benchmarking Award was launched in 2012 and has been held in New Zealand and Singapore. The first GBN Study Mission will be held in 2015 in Sydney and Melbourne, for further information see the previous abstracts about the conference and the study mission

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## GBN History at a glance

Year	Place	Host	Events	Chairman	General Secretary	President
1994	Stratford, UK	The Benchmarking Centre UK / Tom Brock	1st AGM, Foundation of GBN with 5 Founders	Dr. Robert C. Camp		
1995	Rome, Italy	Benchmarking Club Italy	2nd AGM	Dr. Robert C. Camp		
1995	Berlin, Germany	Information Centre Benchmarking at Fraunhofer IPK	3rd AGM	Dr. Robert C. Camp		
1996	Marstrand, Sweden	Swedish Quality Institute Benchmarking Center	4th AGM	Dr. Robert C. Camp	Tom E. Brock	
1996	San Diego, USA	Strategic Planning Institute	5th AGM	Dr. Robert C. Camp	Tom E. Brock	
1997	Manchester, UK	The Benchmarking Centre UK / Tom Brock	6th AGM	Dr. Robert C. Camp	Tom E. Brock	
1998	Malahide, Ireland	Excellence Ireland	7th AGM	Dr. Robert C. Camp	Tom E. Brock	
1999	Berlin, Germany	Information Centre Benchmarking at Fraunhofer IPK	8th AGM	Dr. Robert C. Camp	Tom E. Brock	
2000	Veracruz, Mexico	IAQT Mexico	9th AGM	Dr. Robert C. Camp	Tom E. Brock	
2001	Madrid, Spain	Club Gestion de Calidad	10th AGM	Dr. Robert C. Camp	Tom E. Brock	
2002	Harrogate, UK	The Benchmarking Centre UK / Tom Brock	11th AGM	Peter Heisig	Peter Heisig	
2003	Budapest, Hungary	Hungarian Quality Development	12th AGM	Peter Heisig	Peter Heisig	Dr. Robert C. Camp
2004	Berlin, Germany	Information Centre Benchmarking at Fraunhofer IPK	13th AGM	Peter Heisig	Peter Heisig	Dr. Robert C. Camp
2005	Prague, Czech Republic	Czech Society for Quality	14th AGM	Dr. Robin Mann	Ronald Orth	Dr. Robert C. Camp
2006	Moscow, Russia	Russian Organization for Quality	15th AGM and 1st IBCON	Dr. Robin Mann	Ronald Orth	Dr. Robert C. Camp
2007	Dubai, United Arab Emirates	Dubai Quality Group	16th AGM and 2nd IBCON	Dr. Robin Mann	Ronald Orth	Dr. Robert C. Camp
2008	Budapest, Hungary	Hungarian Association for Excellence	17th AGM and 3rd IBCON	Dr. Robin Mann	Ronald Orth	Dr. Robert C. Camp
2009	Kingdom of Bahrain	Bahrain Quality Society	18th AGM and 4th IBCON	Dr. Robin Mann	Ronald Orth	Dr. Robert C. Camp
2010	Kuwait	Gulf Lead Consultants	19th AGM and 5th IBCON	Dr. Robin Mann	Ronald Orth	Dr. Robert C. Camp
2012	Dubai, United Arab Emirates	Dubai Quality Group	20th AGM and 6th IBCON	Dr. Robin Mann	Oliver Riebartsch	Dr. Robert C. Camp
2012	Auckland, New Zealand	Centre for Organisational Excellence Research, Massey University	21st AGM and 7th IBCON	Dr. Robin Mann	Oliver Riebartsch	Dr. Robert C. Camp
2013	Singapore	SPRING Singapore	22nd AGM and 8th IBCON	Dr. Robin Mann	Jan-Patrick Cap	Dr. Robert C. Camp
2014	Orlando, USA	Global Leadership and Benchmarking Associates	23rd AGM and 9th IBCON			

## The Current Members of the Global Benchmarking Network: A truly global network





Country	Institution	Website
Abu Dhabi (UAE)	Abu Dhabi International Centre for Organizational Excellence	<a href="http://www.ioe.ae">www.ioe.ae</a>
Australia	Benchmarking Partnerships	<a href="http://www.benchmarkingpartnerships.com.au">www.benchmarkingpartnerships.com.au</a>
Bahrain	Bahrain Quality Society	<a href="http://www.bahrainquality.org">www.bahrainquality.org</a>
Canada	Organizational Excellence Specialists	<a href="http://www.organizacionalexcellencespecialists.ca">www.organizacionalexcellencespecialists.ca</a>
China	Beijing Research Center for Science of Science	<a href="http://www.bjss.org.cn">www.bjss.org.cn</a>
China	Productivity Centre of Jiangsu Province	<a href="http://www.jspc.org.cn">www.jspc.org.cn</a>
Dubai (UAE)	Dubai Quality Group	<a href="http://www.dqg.org">www.dqg.org</a>
Dubai (UAE)	Ethos Integrated Solutions LLc	<a href="http://www.ethosplc.com">www.ethosplc.com</a>
Germany	Information Centre Benchmarking of Fraunhofer IPK	<a href="http://www.benchmarking.fhg.de">www.benchmarking.fhg.de</a>
Germany	Lexta Consultants Group	<a href="http://www.lexta.com">www.lexta.com</a>
Hungary	Hungarian Association for Excellence	<a href="http://www.kivalosag.hu">www.kivalosag.hu</a>
India	BestPrax Club Private Limited	<a href="http://www.bestprax.com">www.bestprax.com</a>
Iran	Intelligent Persian Corporations (IPC)	<a href="http://www.ipcgroup.ir">www.ipcgroup.ir</a>
Ireland	Excellence Ireland Quali Association (EIQA)	<a href="http://www.eiqa.com">www.eiqa.com</a>
Kuwait	Gulf Lead Consultants	<a href="http://www.glc-im.com">www.glc-im.com</a>
Malaysia	Malaysia Productivity Corporation (MPC)	<a href="http://www.npc.org.my">www.npc.org.my</a>
Malaysia	SDI Centre	<a href="http://www.sdi-centre.com">www.sdi-centre.com</a>
New Zealand	Centre for Organisational Excellence Research, Massey University	<a href="http://www.coer.org.nz">www.coer.org.nz</a>
Oman	IDEAS Management Consultants	<a href="http://www.ideas-consulting.com">www.ideas-consulting.com</a>
Pakistan	Mirza Associates Engineering Services (Pvt) Ltd.	<a href="http://www.maes.com.pk">www.maes.com.pk</a>
Phillipines	Philippine Society for Quality	<a href="http://www.psq.org.ph">www.psq.org.ph</a>
Saudi Arabia	Team One (KSA)	<a href="http://www.teamone.com.sa">www.teamone.com.sa</a>
Singapore	SPRING Singapore	<a href="http://www.spring.gov.sg">www.spring.gov.sg</a>
Sweden	Swedish Institute for Quality (SIQ)	<a href="http://www.siq.se">www.siq.se</a>
Switzerland	TECTEM Benchmarking Center, University of St. Gallen	<a href="http://www.tectem.ch">www.tectem.ch</a>
U.K.	BCS Management Services	<a href="http://www.bcsmanagementservices.com">www.bcsmanagementservices.com</a>
U.K.	Winning Moves	<a href="http://www.winningmoves.com">www.winningmoves.com</a>
USA	Best Practice Institute	
USA	Global Leadership and Benchmarking Associates	<a href="https://sites.google.com/site/dfglba/">https://sites.google.com/site/dfglba/</a>



# RESEARCH INTO INFORMAL BENCHMARKING

Alan Samuel

## Research Into Informal Benchmarking

I'm Alan Samuel, a PHD researcher from the Centre for Organizational Excellence Research, Massey University, undertaking a fascinating project on learning to improve work practices by all means informal. The purpose of my research is to understand how organizations around the world informally learn (apart from formal training or courses) better practices and implement or adapt them to increase the effectiveness of their own organization.

Herein lies the paradox: the respondents to the "GBN Survey Results: "Business Improvement and Benchmarking" 2009 indicated they were aware of the wide use of informal benchmarking. However, their understanding of informal benchmarking was possibly limited to a description of informal benchmarking provided by the GBN survey, and to their own perception on what constitutes informal benchmarking. While the survey goes a little further to suggest how informal benchmarking may apply to everyday living and learning from others, it does not elucidate a substantive position of informal benchmarking in organizational excellence research.

Informal benchmarking pervasiveness and its growing popularity suggests the effectiveness of these informal and discreet activities have either not reached their potential, or are considered as mere preliminary formal benchmarking effort, or both.

Therefore, two significant gaps needs to be filled. The first is in the provision of the nature and notion of informal benchmarking. The second is how to close the gap between its very popular usages but only moderate effectiveness as an organization tool. A comprehensive understanding of informal benchmarking will be profoundly valuable to benchmarking communities of practice, academics in benchmarking studies, scholars and

practitioners in organizational improvement research, business practitioners seeking an alternative and efficient solution to superior performance in a time-famined executive world.

## Survey on Informally Learning from Others to Improve Work Practices

The purpose of this survey is to understand how organizations around the world informally learn (apart from formal training or courses) better practices and adapt them to increase the effectiveness of their own organization. It should take 30 minutes or less to complete the survey. Responses will be kept completely confidential. Upon completion of the survey, participants will be given a copy of the results and one-month of FREE access to the Business Performance Improvement Resources website ([www.BPIR.com](http://www.BPIR.com)).

The survey will be open till 31 July 2014. Thank you for your kind participation!

<https://www.surveymonkey.com/s/InformalLearnPractice2014>

If you have any questions or for further information on the survey, please contact me,

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# SERIES - MEGATRENDS OF THE FUTURE

Details on The Future of Benchmarking from the Benchmarking 2030 Report by Ronald Orth

## Megatrends – what are they?

Megatrends are long-term processes of transformation with abroad scope and a dramatic impact. They are considered to be powerful factors which shape future markets. There are three characteristics in which megatrends differ from other trends

1. Time Horizon: Megatrends can be observed over decades. Quantitative, empirically unambiguous indicators are available for the present. They can be projected – with high probabilities – at least 15 years into the future.

2. Reach: Megatrends impact comprehensively on all regions, and result in multidimensional transformations of all societal subsystems, whether in politics, society, or economy. Their precise features vary according to the region in question.

3. Intensity of impact: Megatrends impact powerfully and extensively on all actors, whether it is governments, individuals and their consumption patterns, or corporations and their strategies.

The term “Megatrends” was coined by John Naisbitt, who, 25 years ago, published a book of the same title. Today, megatrends have become a relevant strategic issue in many companies and public organisations. Experience shows, however, that businesses differ in their evaluation of specific megatrends – their relative strategic significance being determined by a company’s focus on specific markets, products, and customers.

An analysis of 9 recent studies on this topic from the business, research and consulting sector identified 5 megatrends and mentioned them over and over again.



Word cloud of Megatrends in analyzed reports<sup>1</sup>

The mostly mentioned megatrends are

- Globalisation
- Demography
- Environment
- Health
- Technology

The upcoming Newsletters will include a report each of the identified megatrends.

<sup>1</sup> Fraunhofer Society (2010), Ernst and Young (2009), Credit Suisse (2009), Horx (Future Institute) (2009), Z\_Punkt Foresight (2009), Roland Berger (2009), Allianz Dresdner Economic Research (2008), Gundlach Consulting (2008), Steria Mummert (2007)

# MEGATREND 2: ENVIRONMENT

Details on The Future of Benchmarking from the Benchmarking 2030 Report by Ronald Orth

## Part 2: Demography

The demographic change affects the global balance of power. Geopolitical upheavals are to be expected. Especially Western states are facing a major social change. However, if the current downward trend in the global birth rate continues, a slow decline in population may be expected after 2050.

### Growth in developing countries vs. decline in industrial nations

Global population growth (up to 9 billion people in 2050) is taking place mainly in developing countries. As a consequence and because of shortage in commodities such as water, migration from poorer to more wealthy countries will increase. The tendency of urbanisation can be observed particularly in developing and emerging countries where the growing population flows from rural to urban areas.

In contrast, the population in industrialised and some developing countries will age and decrease. The consequences are financial deficits in pensions and welfare systems, while healthcare costs and care-giving expenses increase. Immigration and family support programs can dampen the transformation of the population pyramid to a "population pillar".

### Economic Threats & Opportunities

- **Commodity supplies** as in hydrocarbon reserves for example, cannot keep pace with the higher demand, which leads to higher prices.
- This trend can be compensated through the development of **environmental technologies**.
- **Growth** is expected in the sectors of ambulatory and especially inpatient care. The investment and health insurance industry will also

benefit from private precautions for health and elder care.

- Opportunities lie in an increase in **consumption** especially in the silver markets: Older people become the most important group of consumers. Main growth is expected for products and services in the field of health and leisure.
- **Down-aging phenomenon**: As people live longer, their perceived age and social behaviour is often younger. Therefore, silver surfers do not necessarily fancy products that are designed for their age class. This problem can be solved by using universal product design for several age groups.
- **Companies** are challenged by brain drain, know-how deficits and (age) diversity management.
- The number of people of working age sharply declines while the mean age of employees increases. This leads to a decrease of productivity and innovation. The result in the long run is a **reduction of economic growth**. From an economic point of view the most essential question is therefore how the increased life expectancy can lead to an extension of healthy working life.

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# GBN SECRETARIAT

## GBN Homepages

The GBN secretary established the Homepage for the 9th International Benchmarking Conference which is available at

<http://ibcon.globalbenchmarking.org>.



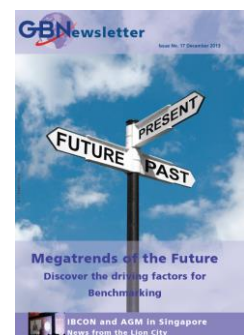
Furthermore Dr. Robin Mann launched the official homepage for entries for the 3rd Global Benchmarking Award at

<http://www.globalbenchmarkingaward.com>



## GBNewsletter Cover

The GBN sees itself as a professional non-profit institution that brings Benchmarking knowledge to all interested parties. The GBNewsletter is an essential media to distribute knowledge about Benchmarking and the latest news about the GBN. To server the reader with an optical-ly and content wise appealing



Newsletter the GBN Secretary is from now on designing a cover for each GBNewsletter. The cover will be eye catching and display the most interesting topics.



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