



Megatrends Series: Environment

**GBN Board
Meetings**

**GBN Award Winner
Case Study**

GBNEWSLETTER

Issue No. 19 (March 2015)

Global Benchmarking Network

Dear GBN Members,

It is our pleasure to present to you the 19th issue of the GBNewsletter.

We are glad to inform you about the latest GBN Board activities that will result in a GBN Board face-to-face meeting in April in Dubai. The Board is strongly involved in creating a more active membership base, for example GBN Regional Meetings are being planned based on the GBN Member Survey 2014.

We are strongly encouraging our members to give their opinion on the future direction of the GBN and its services. What should we be doing more of and how could the GBN assist you better?

The GBN Board would like to invite all of you to send us your proposals for GBN funded projects. Those proposals that best fit the GBN's vision/mission and are affordable will be supported.

For further information please contact the GBN secretariat. On the GBN website (in the members area) you will also find templates of successful project applications.

We are looking forward to hear from you soon

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 'Dr Robin Mann'.

Dr Robin Mann
GBN Chairman

GBN NEWS: GBN BOARD MEETINGS



GBN Board Online Meeting

The GBN Board decided to undertake enforced actions to implement the GBN strategy that was developed over the last years in a GBN sponsored project. At least once a month the GBN board holds an online meeting with the software "Go-To-Meeting". These meetings contribute significantly to the progress of the Global Benchmarking Network. Current issues and future steps are defined along with clear responsibilities for board members.

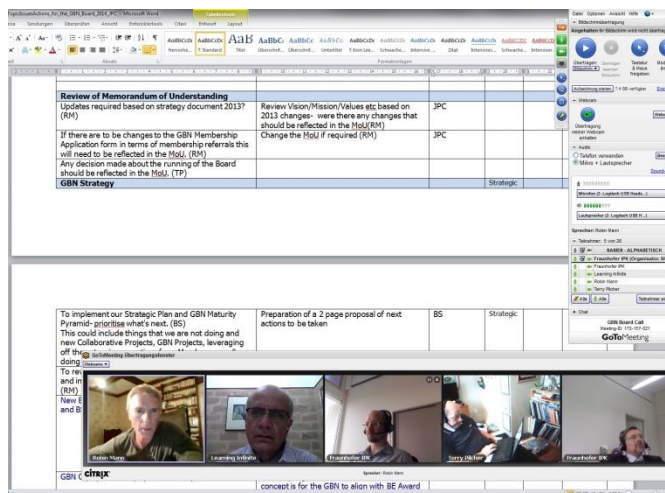


Photo: Monthly GBN Online Board Meeting

GBN Member Participation

The board encourages members to put forward topics that could be addressed by the GBN. Input from GBN members is always appreciated.



Photo: Bruce participating in the conference call from the Australian bushes

Current GBN Board Topics

The board is currently planning a two day meeting in Dubai on the 18th and 19th of April. This will meeting will be held at the Dubai Quality Group's offices – courtesy of DQG.

This meeting will give board members a chance to dedicate their time to GBN for two days and make progress on advancing a number of outstanding issues.

Topics for discussion are:

- Member Value
- Current Membership Situation & Membership Growth and Marketing
- Board Structure / Values / Leadership
- GBN Strategy and Pyramid and Recommended Deployments
- Communications Strategy
- IBCON & GBN Benchmarking and Best Practice Awards
- Current Finances
- GBN Projects
- GBN Roadshow & Regional Meetings (Middle East / Europe)
- Membership Fees Structure

GBN NEWS:

GBN BOARD MEETINGS

- GBN Sustainability Tool
- Review MOU

At the meeting the recent survey results will be discussed to evaluate the new insights in depth and integrate the findings into current GBN topics. Moreover members will be approached to find hosts for the regional meetings and IBCON. Several members already indicated an interest in hosting events in the 2014 member survey. In 2015 there will be another member value survey that will address issues around the strategy meeting in Dubai on the 18th and 19th of April. The survey will be tailored to investigate about the individual needs of the GBN members.

Request for GBN Member Views

The GBN board members give their time to the GBN on a voluntary and free basis. Board members deal with topics such as strategy, membership, e IBCON, regional meetings, projects, budgeting and much more.

However, for a vibrant and successful GBN we need everyone's views and involvement. There are many opportunities to become actively involved such as in GBN projects and events. For our forthcoming meeting in Dubai we strongly encourage members to put forward topics or issues that you think should be addressed. Input from GBN members is always appreciated.

Contact

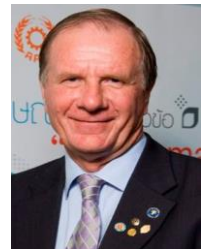
Dr. Robin Mann

GBN Chairman
Centre for Organisational Excellence Research, Massey University, New Zealand
Phone: +64 6880 0150
E-Mail: R.S.Mann@massey.ac.nz



Bruce Searles

GBN Director Business Development
Benchmarking Partnerships, Australia
Phone: +61 418 267 794
E-Mail: bruce@benchmarkingpartnerships.com.au



Terry Pilcher

GBN Director Marketing and Growth
BCS Management Services
England
Phone: +44 1945 474729
E-Mail: BCSMgt@aol.com



Suresh Lulla

GBN Director Membership Engagement and Retention
BestPrax Club Pvt. Ltd., India
www.bestprax.com
E-Mail: ssl@qimpro.com



Jan-Patrick Cap

GBN Secretary
Fraunhofer IPK, Germany
Phone: +49 / (0)30 / 39006-304
E-Mail: jan-patrick.cap@ipk.fraunhofer.de



GBN NEWS: GBN AWARD WINNER CASE STUDY

OCBC Bank



OCBC Bank - Winners of the 3rd Global Benchmarking Award

The 3rd GBN's Global Benchmarking Award was held at the Abu Dhabi Chamber of Commerce and Industry on 24th/25th November 2014. The award recognizes organisations that show how benchmarking (comparing and learning from others) is an integral part of their organisation's improvement and innovation drive. An organisation's benchmarking approach is assessed on 4 perspectives; Leadership Commitment, Pervasiveness of Benchmarking, Formality of Benchmarking and Results Achieved.

The winner and runners up were:

Winner:

Our Benchmarking Approach, April Kwek, Assistant Vice President, Consumer Credit Risk Management Department, OCBC Bank, Singapore



Photo: Award winner: April Kwek from OCBC Bank (Singapore) with the GBN representatives, Dr Robin Mann, Suresh Lulla, Hani Shaqlusi and Ahmed Abbas

Runners-up:

- Our Benchmarking Approach, Jacqueline Landicho, Human Resource Management Officer, City Government of Tanauan, Philippines
- Our Benchmarking Approach, Leila Kuhpae, Planning Manager & Management Representative, Sehat Industrial and Trading Co., Iran



Photo: Runner-Up City Government of Tanauan (Philippines)



Photo: Runner-up Sehat Industrial and Trading (Iran)

The judges for the final, representing the GBN, were:

- Ahmed Abbas, Bahrain Society of Quality, Bahrain
- Suresh Lulla, Founder, Qimpro and BestPrax Limited, India

GBN NEWS:

GBN AWARD WINNER CASE STUDY

OCBC Bank

- Hani Shaqlusi, Director Training & Consultancy Division, Abu Dhabi International Centre for Organisational Excellence, UAE

This was the 2nd time that OCBC Bank had reached the final.

OCBC Bank is the second largest financial group in South-East Asia by total assets, currently ranked 4th among the World's strongest banks by Bloomberg. With a vision to be the Best Risk House in Asia, the Consumer Credit Risk Management (CCRM) department aims to achieve excellence by adopting best practices that drive retail risk management. Benchmarking thus forms a vital tool to identify areas for improvement, bring about innovation thus aiming for best in class performance.

The OCBC Consumer Credit Risk Management have demonstrated a relentless commitment to improvement and pursuing best practices through benchmarking with outstanding results. Highlighted below are two transformational projects that brought about outcomes previously unseen of.

The first project, Project BEE (Build Employee engagement) took its roots with a long struggle to improve engagement levels. Not constrained by industry the team visited organisations from IT, a Big Four Accounting and Consulting Firm, insurance and oil and gas. The project learning helped to broaden the team's understanding in this area which led to game-changing ideas such as the incorporation of people values such as FAST (Fostering team spirit, achieving excellence, showing appreciation, taking ownership).

The second project helped OCBC to accomplish the formidable task of embracing a service excellence culture in a collections environment through focusing on 3 areas including handling difficult customers, customer delight and partner management. Government boards, libraries and hospitals were tapped for learning best practices. Through this project OCBC now apply active listening, show empathy and walk with our customers in times of difficulties.

OCBC's performance benchmarking approach includes the following steps: Select, Validate, Analyse, Share and Recommend. For best practice benchmarking OCBC use the TRADE Best Practice Benchmarking Methodology. The project teams define the criteria to guide partner selection. The approach used is documented and shared on the intranet for easy reference. Regular training is conducted on the approach. Each benchmarking project is facilitated by an external advisor from the Bank Quality and Service Excellence department who bring with them greater experience and knowledge and also help the teams with partner selection and linkup.

Since 2010 OCBC's Consumer Credit Risk Management Department have undertaken over 20 best practice benchmarking and quality projects with more than 40% of staff being involved and trained in benchmarking. This has assisted them to achieve the following results:

- Employee Satisfaction Score – 13% improvement
- Customer satisfaction – 11 % increase
- Customer Complaints – 30% decrease
- Productivity – Consumer approvals unit productivity gain 22%

Contact

Dr. Robin Mann

Centre for Organisational Excellence Research,
Massey University, New Zealand
www.coer.org.nz
Phone: +64 6880 0150
E-Mail: R.S.Mann@massey.ac.nz



GBN NEWS: GBN MEMBER SURVEY 2014

GBN Board and Secretariat



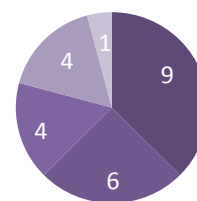
GBN Member Survey 2014

In an effort to learn about the GBN member's position on a GBN conference and AGM, the GBN Board and the GBN Secretariat conducted a member survey in November 2014. Out of the 31 members 19 answered the questionnaire.

Issues that explain why not all members are attending events like the International Benchmarking Conference (IBCON) and the Annual General Meeting (AGM) were time and cost issues compared to the expected benefits from attendance. Some members communicated that they could not travel such long distances whilst others questioned the efficiency of the meeting. One voiced criticism addressed the fact that due to the limited number of participants, other ways of communication may be more appropriate and resource- efficient. The communication between a relatively small group might be manageable via online meeting tools, without incurring travel costs. Visa processing appears to be another problem. In essence, it appears to be important to increase the attractiveness of the events in order for more members to be able to justify the cost of travel and their time away from normal duties. However, on reflection of satisfaction levels of past GBN conferences and AGMs these have been received very favourably from those that attended and so realistically it may always be a challenge to increase participation rates at these events.

In contrast to an international meeting, GBN members seem to be far more willing to attend regional meetings. 17 out of 19 stated that they would attend a regional GBN meeting in the first quarter of 2015, while two members did not reply. Several members offered to host a regional meeting at their institution. Europe (9

mentions) and United Arab Emirates (6 mentions) are the locations where most interest was found for holding a regional meeting, followed by Asia and the Americas (each 4).



■ Europe ■ UAE ■ Americas ■ Asia ■ Oceania

Figure: Suggestions for locations of regional meetings

Similarly, a group of members expressed their interest in taking the role of the host for the 2015 and/or 2016 GBN Conference or AGM.

The Survey inquired further how an event such as a GBN Conference or AGM could be organized in order to attract a good attendance. The thoughts on this issue were diverse. Some members expressed a general need for more preparation in order to be able to make these events a success and others considered it necessary to gain more reputation for their institution and support from the government before hosting events in the future. Also, building greater awareness of and appreciation for benchmarking in their country was perceived to be a prerequisite for hosting future events. Other members remarked that it may be challenging in certain regions to run a successful conference on just benchmarking. It was suggested to link the conference to a complementary suitable event or to work on a standalone corporate event. One promising offer that has been made by GBN members was to promote the

GBN NEWS: GBN MEMBER SURVEY 2014

GBN Board and Secretariat

event to their companies' networks. Some even expressed their willingness to market the event in other countries as well. Another strategy for attracting a good attendance may be holding the events at institutions that reached a high level of attendance for their previous conferences. In those cases, there is a good database and good relations with governmental departments that could be very helpful for reaching a high attendance in 2016. A final suggestion was creating a financial incentive through demanding a buy in from all members, irrespective of actual attendance. A sketch program for the IBCON 2015 has already been prepared and organizations that may be interested will be contacted.

In conclusion there are many ideas within the GBN community that can help to increase collaboration and engagement of GBN members with Regional Meetings being a particularly promising idea. This kind of enthusiasm and inspiration amongst members is what the GBN needs to further spread the awareness and use of benchmarking worldwide.

Contact

Jan-Patrick Cap

Information Centre Benchmarking at
Fraunhofer IPK
Pascalstrasse 8-9
10587 Berlin
Germany
Tel. +49 30 39006-304
Fax +49 30 393 25 03



jan-patrick.cap@ipk.fraunhofer.de

MEMBERS NEWS: QIMPRO CONVENTION 2015

Taj President, Mumbai, 10-11 September, 2015



QIMPRO Convention 2015

Qimpro Convention is India's sterling recognition platform for cross-functional project teams. The Convention applauds excellence achieved through efforts by middle management – the true soldiers of quality. The focus of the event is Improvement, Innovation, and Sustainability in Manufacturing, Services, and Healthcare.

The build-up to the 27th Qimpro Convention is a year-long intense process. The Convention serves as the finals for three parallel project team competitions, in each of Manufacturing, Services, and Healthcare:

- QualTech Prize for Process Improvement
- QualTech Prize for Process Innovation
- QualTech Prize for Sustainability.



Photo: Winners of 26th Qimpro Convention

All nine winners of the QualTech Prize will be invited to showcase their projects at the International Best Practice Competition 2015.



Contact

Suresh Lulla

BestPrax Club Pvt. Ltd., India

ssl@qimpro.com



MEMBERS NEWS: LAUNCH OF BENCHMARKING CENTRE AT JIANGSU PRODUCTIVITY CENTER (JSPC)

Nanjing, China



Launch of Benchmarking Centre at Jiangsu Productivity Center (JSPC) in Nanjing, China

In the past year of 2014, great efforts have been made in the establishment of Jiangsu benchmarking center, and important progress has been achieved.

In this year, with great support from Fraunhofer IPK and Winning Moves Ltd., our Jiangsu Benchmarking Center has hold 4 training courses of benchmarking. A total of 18 consultants in JSPC have successively been certified by Fraunhofer IPK as benchmarking analysts.



Photo: Strategic Planning of the Institute

The Benchmarkindex system has been officially online in Jiangsu in the latter half of the year. We have successfully carried out a series of pilot projects of benchmarking analysis services and persuaded over 400 enterprises to provide information of the benchmarking indicators for the Benchmarkindex database.

We have studied the benchmarking process, trying to find the most suitable and localized benchmarking mode in order to provide the best benchmarking consulting service to local enterprises. We have signed

benchmarking consulting contracts with several local companies including Nanjing Metro, putting our modification into practice. Currently these projects are still in progress.



Photo: Benchmarking Advisor Training

We are very looking forward to deeply communicating with other GBN members in the near future.

Contact

Yanmei Liu (Marie)

Jiangsu Province Productivity Center

Longpan Road 175, Nanjing

TEL : +86 (0) 2585485855

Mobile : +86 18913964656

13505184060@163.com

MEMBERS NEWS: SWEDISH NATIONAL QUALITY AWARD 2014

Stockholm, Sweden



**The Swedish National Quality
Award 2014 to MTR Sweden**

MTR Stockholm (MTRS), a wholly owned subsidiary of MTR Corporation, was presented on 12 February 2015 with the 2014 Swedish Quality Award at a ceremony in Stockholm. The prestigious prize is awarded annually by the Swedish Institute for Quality to an organisation that serves as a role model for quality work and has shown a long-term, systematic approach to introducing quality improvements.

Since 1992, the Swedish Quality Award "Utmärkelsen Svensk Kvalitet" has been an incentive for companies and organizations throughout the country to do top-quality work and be passionate about it.

"This culture of continuous improvement is the guiding light for all operations within the MTR family. We nurture and cultivate this culture and we share our experiences in a very fruitful way across all of our railway operations - in Hong Kong, the Mainland of China, Sweden, the UK and Australia. By learning from each other, we grow stronger together and serve our customers in better ways," says Dr Raymond K F Chien, Chairman of MTR Corporation.

MTRS operates the Stockholm Metro under an eight year concession with a six-year extension option that was granted in 2009 by Storstockholms Lokaltrafik, the city's public transport agency. Since taking over the service, MTRS has continuously set new punctuality records. The system carries an average 1.2 million passengers on weekdays on a 110 kilometer network with 100 stations.



Photo: Peter Viinapuu CEO MTR Stockholm, Dr. Raymond Chien Chairman of the Board MTR, Jeremy Long CEO of MTR's European Business, Sven-Christer Nilsson President SIQ - Swedish Institute for Quality

MEMBERS NEWS: THE SWEDISH INSTITUTE FOR QUALITY CELEBRATES 25 YEARS

Stockholm / Göteborg, Sweden



The Swedish Institute for
Quality celebrates 25 years

In 2015 the Swedish Institute for Quality (SIQ) celebrates 25 years since its start in 1990.

SIQ is the Swedish national centre for business excellence and was founded with the support of the Swedish government via the Swedish Ministry of Industry 25 years ago.

In addition to the governmental commitment, SIQ is supported also by its members' association which includes approximately 100 companies and institutions in Sweden.

It is a unique and honourable assignment we have been given to promote and enhance quality development in Swedish society, explains Jerry Karlsson, Managing Director of SIQ. Via our unique network of role models, via our R&D projects within the quality field and via our business excellence models we strive to support and inspire all types of organizations to never stop working with quality improvements.

SIQ is responsible for one of Sweden's most prestigious awards; the Swedish Quality Award. Since the start more than 200 organizations have been evaluated and a total of 26 organizations have received the award.

In occasion of the 25 years' festivities in Stockholm on 23 November, SIQ will organize a conference on the theme "Quality 2040". Representatives from both the Swedish and the international quality arena will meet and discuss challenges as well as opportunities for quality management the coming 25 years'.

For more information contact SIQ on info@siq.se or see www.siq.se

Contact

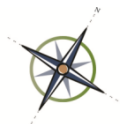
Jerry Karlsson

Managing Director of SIQ
Fabriksgatan 10, SE-41250 Göteborg
jk@siq.se



MEMBERS NEWS: NEW TECHNOLOGICAL PLATFORM FOR ORGANIZATIONAL EXCELLENCE

Operational Excellence Specialists, Canada



New Technological Platform for Organizational Excellence Specialists

Organizational Excellence Specialists in Canada has worked with QLBS in New Zealand to develop a technological platform that will help gather data on the current state of organizational excellence around the globe. The platform is based on the Organizational Excellence Framework that integrates the principles and best management practices of excellence models (EFQM, Malcolm Baldrige, Canadian Framework for Excellence, Australian Business Excellence Framework) and provides implementation guidelines for the practitioner.

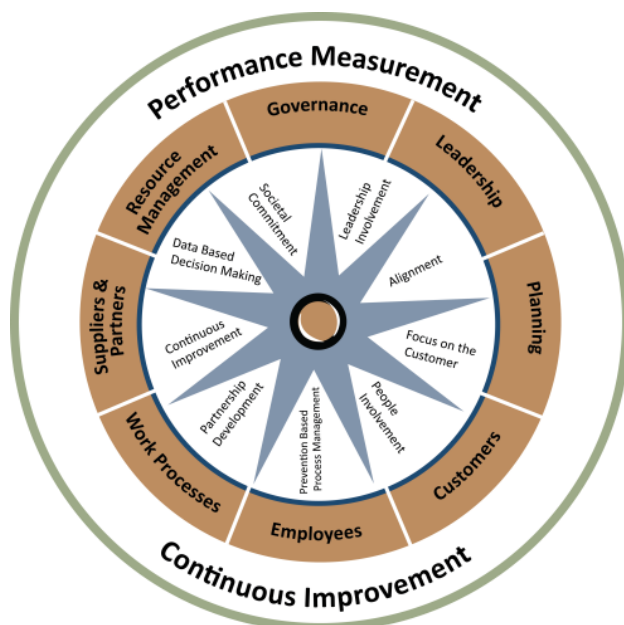


Figure: Organizational Excellence Framework

Essentially, the technological platform automates the self-assessment, improvement planning, and reporting process for organizations. First, leaders, management and/or staff must self-assess their organization against

the principles and best management practices. As the respondent moves through the assessment, they can seek additional information as required by simply holding their cursor over the statement or rating scale. In addition, they can provide additional information by sharing open-ended comments at the end of each section.

When the self-assessment is complete, the technological platform will generate a report. The report is provided in an editable Word document that provides: a description of the methodology, the aggregate ratings and open-ended comments, and an action-oriented improvement plan to address the low rated practices. The automation provides considerable time and cost savings which allows the practitioner to focus on higher level activities such as strategy, analysis and recommendations.

This technology can be used in a variety of ways. Incubators can use it when working with start-up businesses, consultants can use it when working with client organizations to implement a quality management system, organizations can use it when doing annual assessments and monitoring their performance, trainers can use it when conducting workshops, business and industry associations can use it when delivering value-add services to their members, and so on.

MEMBERS NEWS: NEW TECHNOLOGICAL PLATFORM FOR ORGANIZATIONAL EXCELLENCE

Operational Excellence Specialists, Canada

As organizations around the world use the technological platform, it will provide several benefits for the benchmarking community:

- educating organizations about excellence models and encouraging implementation
- encouraging organizations to:
- track their performance over time and strive for continual improvement
 - seek recognition and earn national quality awards
 - compare their performance with others
 - compete in the GBN International Benchmarking Awards
- providing a big data supply and a global knowledge base that will provide knowledge and reports on clusters, industries, countries, and issues

against nine principles common to high performing organizations. When the assessment is complete, the technological platform generates a confidential report and delivers it to the respondent's inbox.

Interested in partnering with us?

Contact

Dawn Ringrose

Organizational Excellence Specialists,
Courtenay, British Columbia, Canada

dawn@organizationalexcellencespecialists.ca
www.organizationalexcellencespecialists.ca

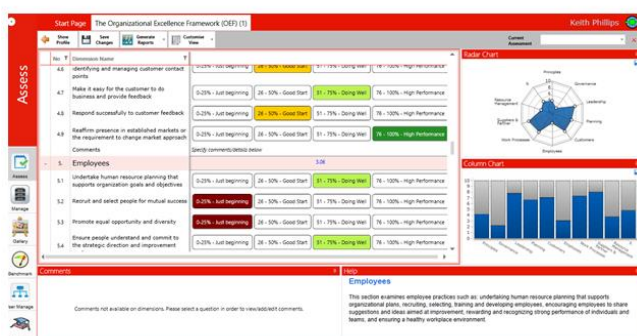


Figure: Technological Platform

Interested in trying the technological platform? Please feel free to try the complimentary teaser assessment, *Does Your Organization Have A Culture of Excellence ?*, on the home page of our website <http://organizationalexcellencespecialists.ca/>. The teaser allows the respondent to self-assess their organization

MEMBERS NEWS: EXCELLENCE WITHOUT BORDERS

Centre for Organisational Excellence Research, New Zealand



Excellence without borders

The Centre for Organisational Excellence Research (COER) in January 2015 started a major benchmarking project "on the design, deployment and impact of National/Regional/Sectoral Business Excellence (BE) programs".

The objectives for this project are to:

Identify how Business Excellence Custodians:

- a) Design their BE frameworks;
- b) Deploy their BE frameworks (consisting of "awareness" - how custodians create awareness of the framework; "application" - how custodians are assisting organizations in applying or using the framework; and "recognition" - how custodians recognise and reward those organizations that achieve excellence as assessed against the framework;
- c) Support the design and deployment of their BE frameworks; and
- d) Measure the success of their BE frameworks.

GBN members that are responsible for administering business excellence awards or play a role in BE will be approached to assist in this project in the coming months. For the purpose of this study Business Excellence Custodians are those enterprises (private or public) that own, instigate, administer or support National/Regional/Sectoral (and other variants of these) within their country or geographical 'region'. They have responsibility for the oversight, development, deploy-

ment, measurement and management of such BE Frameworks.

The project aims to be the largest ever study on BE with a goal to compare and assess the effectiveness of National/Regional/Sectoral BE frameworks in 30 or more countries - there is the potential to involve over 50 countries. A Benchmarking Report, sharing the project's findings, will be produced for the use of BE Custodians with the rules on data confidentiality and the report's dissemination decided by the Custodians as part of the study. In addition, at least 5 academic refereed journal papers will be published to share the findings

Two studies of a similar nature have previously been undertaken by COER and Massey University in 2005 and 2010. These studies, for the BE Framework Custodians in Australia - SAI Global (with 16 countries participating), and the Asian Productivity Organisation (5 countries participating), have set a benchmark for this new, larger global study.

Contact

Dr. Robin Mann

Centre for Organisational Excellence Research,
Massey University, New Zealand
www.coer.org.nz
Phone: +64 6880 0150
E-Mail: R.S.Mann@massey.ac.nz



MEMBERS NEWS: BUSINESS TALK: CUSTOMER VALUE

Malaysia Productivity Corporation, Malaysia



Business Talk: Customer Value

Bruce Searles, Director Business Development visited GBN Member Malaysia Productivity Corporation (MPC) in October 2014 as part of his visit to Asia. In planning for the visit MPC invited Bruce to deliver a Business Talk as part of their regular series of such talks delivered by experts. The Business Talk leveraged Bruce's experience in Australian and International Case studies involving all key processes that govern the customer relationship from understanding their needs to managing feedback effectively.

The objectives of the Business talk were to

- learn best practices from Australian case study and exchange ideas with Bruce
- identify best practices that are able to be implemented in terms of effective customer relationship management
- provide an array of solutions to the top management in improving customer retention rate for business sustainability

The 2 hour talk was attended by about 50 people from a range of private and public sector organisations and was very well received with lots of questions.

After the talk Bruce met with a number of senior MPC people to discuss the GBN strategic plan and other initiatives.



Photo: Bruce meeting with MPC Executives

Contact

Bruce Searles

Benchmarking Partnerships

Asquith, Australia

GBN Director Business Development

Phone: +61 418 267 794

[bruce@](mailto:bruce@benchmarkingpartnerships.com.au)

benchmarkingpartnerships.com.au



MEMBER NEWS: EUROPEAN PUBLIC SECTOR STUDY MISSION

BCS Management Services and Benchmarking Partnerships



European Public Sector Performance Study Mission including Public Sector Conference

BCS Management Services and Benchmarking Partnerships are collaborating with the European Common Assessment Framework Resource Center to plan and facilitate this Study Mission.

GBN Members are invited to bring a delegation to this exciting Public Sector Performance Study Mission including access to the 8th European Public Sector Quality Conference expected to be attended by 280 delegates from 28 European countries. This Conference is normally only available for European Public Sector Organisations.

Dates – 27 September to 2 October, 2015

Venues – Netherlands, Germany, Belgium and Luxembourg



Figure: Map of cities to visit & source countries for additional speakers

Features

- Excellence Framework used by 4,000 organisations, assessments,
- Best practices of user organisations eg leadership, customer focus, KPIs,
- Conference on strengthening of the Public Sector in tackling societal challenges including policy design, implementation & evaluation; innovation, trust and transparency, societal responsibility and behaviour,
- Benefit from our combined 100 years Study Mission facilitation experience,
- Facilitated capture of your learnings, ideas sharing and action planning.

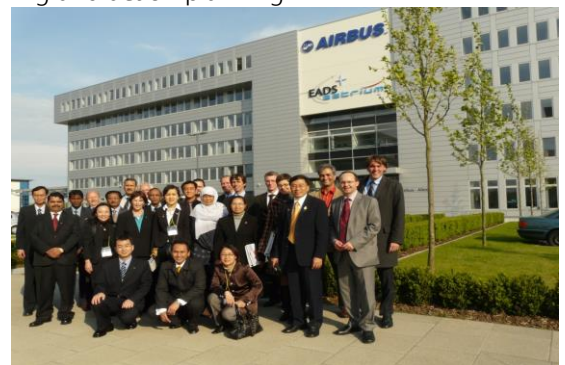


Photo: Our Germany KM Study Mission

MEMBER NEWS: EUROPEAN PUBLIC SECTOR STUDY MISSION

BCS Management Services and Benchmarking Partnerships

Limitations – space is limited to 20 delegates. Deadline for booking / payments 30 June, 2015, so please book early

Special - 10% discount for bringing 10 or more people co-ordinated through your organisation plus one leader from your organisation can attend free of fees to us.

More Information – please click on the links to see the [Flyer](#), [Full Program Details](#), [Benefits and Value](#), [Possible Cultural Experiences](#), [Pricing and Discounts](#), [Our Experience with Study Missions](#), [example Study Mission Action Plan](#), [Register / Express Interest](#).

Next Steps – Please [Register / Express Interest](#)

We are looking forward to spending time with you and your delegates on this informative and entertaining Study Mission.



Photo: Lessons learnt from each site visit being captured on the coach while travelling to the next mission site visit – German Knowledge Management Study Mission

Contacts

Terry Pilcher

BCS Management Services
Cambridgeshire, England
Phone: +44 1945 474729
E-Mail: BCSMgt@aol.com



Bruce Searles

Benchmarking Partnerships
Asquith, Australia
Phone: +61 418 267 794
E-Mail: bruce@benchmarkingpartnerships.com.au



Anton Benc

Benchmarking Partnerships
Melbourne, Australia
E-Mail: anton@benchmarkingpartnerships.com.au



MEMBER NEWS: BENCHMARKING FUTURE

Intelligent Persian Consultants



Benchmarking Future

We are so excited to have availed an opportunity to celebrate the contribution of "Best Practices" at the 1st International Conference on Benchmarking on 11th, 12th October 2014, Tehran, Iran, by creating a schedule packed full of leading edge resources, expert presentations and networking opportunities. This conference was aimed to inspire, motivate, and involve managers on how to improve the positive influence they have on the performance, workplace and people around them.

We invited the Best-In-Class Benchmarking Experts from the UK, Netherland, Ireland, and Singapore and to share their touch of benchmarking in their adventurous business excellence journeys with us. The composition of our guests was meticulously aligned with the purpose of the conference.

It was a platform for idea exchange designed to provide profit-impacting information to senior executives, entrepreneurs, general managers and business excellence experts from a wide array of industries. Our goal to help organizations and individuals improve their operations and tactics in order to impact bottom-line profits.

The conference was anchored with leading benchmarking presentations derived from the first-hand sources of experienced experts. These presentations opened perspectives on benchmarking and examples of associated risks such as problems with external benchmarking, political battles, lack of motivation, and inability to know what "good" is as well as copying the competitions strategy irrespective of the environmental conditions. They also explained types of benchmarking, why benchmarking is a powerful change management tool, and its importance to organizational and national socio-economic performance.

As business leaders understand, the ability to quickly adjust to new volatile conditions and continually improve operational efficiency through learning from best practices is a must. The core of this conference addressed Learning Experience, Big Data boom and Social Media, Innovation, Change Management and Adaptability, Sustainability in terms of Environmental and Social Initiatives, and Value-Centric Customer Focus and over 300 national and regional professionals participated in the event.



Learning Experience

Combining "learning from others" with "your own experience and ideas" leads to innovation. Benchmarking provides an exciting opportunity to not only learn from others in your industry but also from best in class organizations from other industries in a generic fashion. It's time to think big! One needs to think out of the box to become creative and innovative. As the big part of benchmarking is the learning process and how people learn, we emphasized on the concept of learning itself and how it happens and how this can be transferred to organizational learning. Cultural context is also an important factor in learning style. Considering this, the conference, in a part, addressed Enhancing the Philips brand through a unified business excellence approach and sharing of best practices between organizational units.

Big Data Boom and Social Media

In this dotcom boom, new real-time benchmarking tools, online platforms and libraries and web-based solutions facilitate the communication, networking, learning and sharing.

MEMBER NEWS: BENCHMARKING FUTURE

Intelligent Persian Consultants

This phenomenon has affected us in so many ways and this influence is rapidly developing throughout the world.

Innovation & Global Competitiveness



In a fast changing global environment it is crucial to take innovative initiatives such as benchmarking to remain resilient and competitive.

Companies need to determine enablers that are pivotal to consistent implementation of growth plans and boost productivity. This helps to improve economic policies and execute institutional reforms. These enablers can be recognized through the study of Critical Success Factors (CSFs). For instance, Xerox pioneered the modern approach to benchmarking leading Xerox to win the Baldrige and EFQM awards. We showcased their journey, the Xerox benchmarking process, and real world challenges faced. Richard Cross, a former Xerox quality manager highlighted what has changed, what has stayed the same in the world of benchmarking and how one can maximize on the value and change from benchmarking activities.

Change Management, Adaptability and Sustainability in terms of Environmental and Social Initiatives

Organizations need to be adaptable to change and operate in a sustainable manner to minimize adverse environmental and social impacts. Managing change and meeting the high demands of customers is a constant challenge that can be addressed through benchmarking as key factors for successful change.

Value-Centric Customer Focus

It is the orientation of an organization toward serving its clients' latent needs and values. Having a customer focus

sheds light on the path towards excellence and makes explicit exactly what customers do and do not value. Achieving a customer focus is not a one-size-fits-all solution. Value needs to flow between the different actors in a business and many business leaders are considering using the idea of a customer focus to ramp up business and appeal to their client base. The emergence of green products and their development in recent years is an example of this approach.

There was also a recap on "Benchmarking Lean", which takes into account applying "Lean Best Practices". Within our conference, there will be experiential-based comparison between the Toyota and General Motors operating systems and how copying tools without understanding underlying concepts can derail improvement efforts. Then, it will continue with a critical and often underestimated components of Team Engagement and People Development in the lean enterprise and will explain about Leadership Behavior as a fundamental differentiator in business performance. This will be an overview of the Lean Management System and key principles as well as practical tips how to embark on an improvement journey.

Iran's Benchmarking Network (IRBN) is a wing to Intelligent Persians Corporations (IPC Group). This network is aimed to help its members develop their approach use benchmarking tools in a professional manner. Focusing on best practice sharing and learning, IRBN's mission is to improve cognitive abilities, increase creativity and innovation, and promote the culture of modesty and learning from better practices.

We've taken our step. We've decided to help to change, do better and make better.

Contact

Khashayar Ataie

Intelligent Persian consultants

Iran / Turkey

E-Mail: ataie@ipcgroup.ir



GBN 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.

¹ Fraunhofer Society (2010), Ernst and Young (2009), Credit Suisse (2009), Horx (Future of Work) (2009), Allianz Dresdner Economic Research (2008), Gundlach Consulting (2008), Steria M



Word cloud of Megatrends in analyzed reports¹

The mostly mentioned megatrends are

- Globalisation
- Demography
- Environment
- Health
- Technology

Please find below the third part of the series on the Megatrend “Environment”.

GBN SERIES: ENVIRONMENT (PART 3)

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

The high level of air pollution, erosion, often caused by massive deforestation, reduced biodiversity, scarce resources and climate change require sustained action urgently. Carbon emissions caused by production and consumption have to be reduced by 50-80%. Politics and the economy both need to take action. If countermeasures are not taken rigorously, the economic losses due to climate change are estimated to reach 5-20% of global GDP in 2050.

Impacts on countries

Governments respond to the acute need for action with a mixture of incentives and regulation for the economy. In hightech countries with a good scientific environment and interdisciplinary research, environmental technologies can become key drivers for economies. Green technology and especially the renewable energy industry create jobs because on average more staff is required as in conventional power plants. Potential for growth have:

- Sustainable water management
- Sustainable mobility
- Green power generation
- Efficient technologies
- Recycling technology will be one of the main industries

Electric vehicles still face some obstacles concerning price, usability, operating distance caused by insufficient battery capacity and lack of infrastructure. Even so, the future perspective is positive.

Solar power is the most important energy source on the globe. Solar plants in the North African desert are supposed to cover 15% of European electricity demand in 2050. Projects like this are an important step towards secure energy supply

and reduce carbon dioxide emissions. The side effects are new energy dependencies and a change of power and relations between Europe and Africa.

The advice for Europe is to concentrate on a decentralised energy supply system and their core resources: power production based on wind and water. In general, countries have to be aware that energy dependence should be replaced with technology dependence. A tough competition between countries and regions for the cutting edge in green technologies is assumed. Mainly China and South Korea are strongly developing the green technology sector.

Impacts on companies

- Companies face greater environmental responsibility.
- CO₂-emission needs to be treated similar to a commodity.
- Scarce resources (fossil fuels, clean water, metals and minerals) lead to increasing commodity prices. Techniques that enhance energy and resource productivity, development of optimised materials, new technologies and efficient production need to be implemented.
- Companies are advised to realise first-mover advantages in green technologies.
- Consumer preferences push politics and business in a green and socially responsible direction: 30% of consumers in the US are LOHAS (Lifestyle of Health and Sustainability). Similar numbers are assumed for Germany.

Contact

Ronald Orth

Information Centre Benchmarking at
Fraunhofer IPK, Berlin

Phone: +49 03 39006 -171

ronald.orth@ipk.fraunhofer.de



CONTACT AND IMPRINT

Fraunhofer IPK

Information Centre Benchmarking at Fraunhofer IPK
Pascalstr. 8-9
10587 Berlin
Germany

Jan-Patrick Cap

GBN Secretary Office
Phone: +49 / (0)30 / 39006-304
Fax: +49 / (0)30 / 393 25 03
E-Mail: jan-patrick.cap@ipk.fraunhofer.de



COER

Dr. Robin Mann

GBN Chairman
Centre for Organisational Excellence Research
School of Engineering and Advanced Technology
Massey University
Palmerston North
New Zealand
Phone: +64 6350 5445
Fax: +64 6350 5604
E-Mail: R.S.Mann@massey.ac.nz



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