



Megatrends Series: Health



**23rd AGM and 9th International
Benchmarking Conference in Dubai**

GBNEWSLETTER

Issue No. 20 (December 2015)

Global Benchmarking Network

Dear GBN Members,

It is our pleasure to present you the 20th issue of the GBNewsletter. We sincerely welcome our new member to the GBN: Kazakh Organisation for Quality and Innovation Management KOQIM from Kazakhstan.



The 23rd Annual General Meeting and the 9th International Benchmarking Conference were held in Dubai at the end of 2015. The International Benchmarking Conference was jointly organised by the Dubai Quality Group (DQG) in association with the Global Benchmarking Network (GBN) and provided an excellent opportunity to share Benchmarking Knowledge and Best Practices. Moreover, Business excellence experts from around the World discussed issues and best practices related to Innovation and Sustainability. A summary of the two events is contained in the first section of this Newsletter.

In the following sections an introduction of our **Megatrends Series** with an emphasis on part 4 "Health" will be provided to allow an outlook of future trends that affect Benchmarking worldwide. Also have a look at our GBN Member News!

Dr. Robert Camp, the pioneer of modern-day benchmarking, was keen to address you, too:

"Dear GBN Board,

thanks for the holiday greetings and the best to you and your family. I certainly hope there will be an opportunity to connect[...]. Please extend my regards to all my GBN colleagues and I wish you all a very successful meeting. Keep me posted on up- coming events and we will give them serious consideration. To everyone; a happy, healthy and joyous holiday season.

Best personal regards,

Bob"

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

REVIEW DUBAI 2015

9th International Benchmarking Conference

23rd Annual General Meeting

The 9th International Benchmarking Conference held in Dubai on the 17th of December was a highly inspiring event with remarkable contributions by the speakers. At this occasion, the Global Benchmarking Awards have been awarded, too. Additionally, the GBN seized the chance to hold the 23rd Annual General Meeting just before the conference on the 15th and 16th of December.

The Conference took place at the magnificent Le Meridien Conference Center. Special Attention goes to Salman Viralipurath from Dubai Quality Group who took great care of the overall organisation and our wellbeing. Thank you!



Photo: Magnificent Burj Khalifa



Photo: Panel Discussion - "Innovation for Sustainability through Benchmarking and Best Practices" with Panel Participants: Asma Y. Zainal, Dr. Omer Ahmed Zain Al Sake, Dr. Tanveer Ahmed Mohamed, Dawn Ringrose & Bruce Searles

The Conference

The 9th International Benchmarking Conference featured highly renowned guests from all over the world and several GBN experts were amongst the speakers presenting. After a warm welcome by the Dubai Quality Group, Bruce Searles (Benchmarking Partnerships, Australia) kicked-off the event with an introduction of the GBN and a talk on benchmarking, innovation and sustainability. Terry Pilcher (BCS Management Services, United Kingdom) nicely added to this with his presentation on best practice benchmarking. Prof. Dr. Holger Kohl picked up the topic of sustainability again by providing a presentation on global sustainability challenges and on how the GBN Sustainability Tool can help with an assessment in this regard. Suresh Lulla (BestPrax Club Pvt Ltd, India) described how cross-industry benchmarking promotes sustainable innovation and how organisations can be encouraged to consider the approach. Dawn Ringrose (Principal, Organizational Excellence Specialists, Canada) gave a presentation on the first global assessment on the current state of organizational excellence and encouraged all GBN members to promote the tool so that a GBN report can be

REVIEW DUBAI 2015

9th International Benchmarking Conference

23rd Annual General Meeting

written to share the findings. After a well-deserved coffee break, Dr. Robin Mann introduced the Dubai Government Excellence Program's "Dubai We Learn" Initiative. Following this introduction, the representative of Dubai Statistics Centre, reported how its organization profited from a benchmarking project in innovation in cooperation with the "Dubai We Learn" Initiative. The list of presentations was concluded by an impressive presentation by Dubai Corporation for Ambulance Services, the winners of the 4th International Best Practice Competition held in the Philippines on 26/27 November 2015k, on how cultural sensitivity gives birth to maternity care.



© Dubai Quality Group

Photo: Q&A Session



© Dubai Quality Group

Photo: The participants of the 9th International Benchmarking Conference listening to a presentation

Publicity Links

Trade Arabia :

http://www.tradearabia.com/news/EDU_297503.html

AMEinfo- (second time publishing):

<http://ameinfo.com/technology/innovation/dqg-gbn-organize-the-9th-international-benchmarking-conference-in-dubai/>

Gulf Digital News:

<http://www.gdnonline.com/Details/52839/Global-experts-attend-Dubai-benchmarking-forum>

Alkhaleej Times:

<http://www.khaleejtimes.com/business/local/best-practices-in-focus-at-dubai-benchmarking-meet>

Yahoo, Maktoob News:

<https://en-maktoob.news.yahoo.com/best-practices-focus-dubai-benchmarking-meet-083553639--finance.html>

UAE Business News:

<http://uaebusiness.com/2015/12/23/global-business-excellence-experts/>

REVIEW DUBAI 2015

9th International Benchmarking Conference

23rd Annual General Meeting

Global Benchmarking Award

Finalists of the 4th GBN Global Benchmarking Award were:

- Al Jazeera Catering International
- Global Indian International School, Singapore
- YES Bank, India
- The Medical City, Philippines



© Dubai Quality Group
Photo: Appreciating - Winner - GBN's Global Benchmarking Award: The Medical City, Philippines

The winner of the GBN Global Benchmarking Award was The Medical City from the Philippines. Runners up were Al Jazeera Catering International, Global Indian International School, Singapore, and YES Bank, India.



© Dubai Quality Group
Photo: 9th International Benchmarking Conference - GBN & DQG Board Members with the Global Benchmarking Award finalists

AGM – Annual General Meeting

The GBN used the chance of so many members being gathered in Dubai to hold the Annual General Meeting. The two day meeting was hosted by the Dubai Quality Group (DQG).



© GBN
Photo: GBN Members at the Burj Khalifa after the annual GBN Member Dinner

After a very friendly welcome by the hosts, Dr. Robin Mann opened the meeting with more warm words of welcome in the name of the GBN, which were especially directed to the new member from Kazakhstan, the Kazakh Organisation for Quality and Innovation Management (KOQIM).

To get the ball rolling and in order to provide an update of current activities, all members presented their current projects in a knowledge sharing session. Following on from the knowledge sharing session, all Members were encouraged to give a benchmarking gift to all other members. Reports, papers, presentation slides and simply ideas on benchmarking, best practices or business excellence were shared.

After having lunch together, current GBN activities were reviewed. Firstly, the requirement of a host country for

REVIEW DUBAI 2015

9th International Benchmarking Conference

23rd Annual General Meeting

the AGM and Conference from 2016 onwards was emphasized. Dr. Robin Mann outlined the responsibilities. Being in charge of the next point on the list, too, he continued by presenting the GBN Chairman's Report. This was followed by the GBN Director of Business Development's Report by Bruce Searles, the GBN Director Member Growth and Marketing's Report by Terry Pilcher and the GBN Director Membership Retention and Engagement's Report by Suresh Lulla. Next, all members jointly reviewed the GBN performance over the past year related to the strategic goals. The GBN Secretariat seized the opportunity to remind members of the GBN project application process. Bruce Searles commented on the implementation and the review of the GBN Strategic Plan. He continued by presenting the GBN Pyramid of Member Benefits. This was followed by a review of a memorandum of understanding aimed at the determination of member benefits for helping to attract new members. The review of activities was concluded by reports on projects. Prof. Dr. Holger Kohl provided an overview on the SME Sustainability Benchmarking Tool. Dr. Robin Mann and Terry Pilcher presented a report on a potential member database and related marketing. Finally, Dawn Ringrose shared the current state of work related to a global assessment.

Afterwards all members enjoyed the Annual GBN Dinner. The second day of the AGM started with a quick overview of the Day's agenda and discussion on outstanding issues from Day 1. Following, Bruce Searles presented issues on the planning of future IBCONs and AGMs. The chairman added to this the planning for the GBN Benchmarking Awards.

After a joint lunch, the GBN Secretariat, Jan-Patrick Cap, presented some business and administrative issues:

- Adoption of minutes of the 22nd AGM Singapore 2013
- Forthcoming international events/conferences of interest to the GBN
- GBN Newsletter
- Financial Report
- Secretariat Work-plan
- Proposals and confirmation of the venue & date of the 24th AGM and Conference in 2016 and the 25th AGM and Conference in 2017.
- Other business
- Election of Officers

In the afternoon of the 2nd day members put forward topics for discussion based on issues that had arisen over the last two days or were of concern to non-attending members. These issues were:

- Benchmarking maturity assessment and certification
- GBN core products
- Global Assessment of Organizational Excellence
- NGO engagement
- BPIR partnership with GBN
- Attracting new members
- GBN Profile
- Structure of online meetings
- Process for electing board members
- CEO Engagement
- Engaging members
- Promotion of the GBN Award

It was agreed to look at ways of supporting some unfunded projects. From the discussion list three project related topics were selected for further discussion and members were split into groups to discuss and propose actions.

REVIEW DUBAI 2015

9th International Benchmarking Conference

23rd Annual General Meeting

The three projects that were further discussed were:

- Benchmarking maturity assessment and certification
- Global Assessment of Organizational Excellence
- NGO engagement

Moreover, it was decided to consider different forms of GBN membership. The following types were defined as suggested by Prof. Holger Kohl:

- Active members (individuals and legal entities (benchmarking providers) with voting rights)
- Passive members (individuals without voting rights)
- Supporting members (legal entities without voting rights that are benchmarking practitioners)
- Honorary members (individuals or legal entities without voting rights, e.g. former chairmen).

The outcomes/actions agreed from discussions above and other discussions at the meeting were:

- Mohammed Baraa Reda (Team One, Saudi Arabia) will take care of the “Towards 2030” pillar by looking for strategic partners especially concerning NGOs.
- Dale Weeks (Global Leadership Benchmarking Associates, USA) will take care of the “Manage Projects” pillar by taking care of the proposal concerning the Olympics and CEO Engagement.
- Dawn Ringrose (Organizational Excellence Specialists, Canada) will work on an operational level in this pillar by joining GBN members in the “Global Assessment of current state of Organizational Excellence”.
- Each initiative shall be supported by a GBN Board Member, the secretariat offers to introduce the Trello system to manage the initiatives.
- Also, the GBN Board will have regular online conferences (go2meetings), the secretariat will develop a regular schedule for these meetings and a concept for GBN members to participate. This shall also help to put forward the previously mentioned initiatives and create further initiatives.

For the complete AGM minutes please see the document in the member area of the GBN Website:

<http://www.globalbenchmarking.org/members-area/>



© GBN
Photo: Meeting in the conference room at the AGM with online participation of Suresh Lulla, Dale Weeks and Kashayar Ataie

REVIEW DUBAI 2015

9th International Benchmarking Conference

23rd Annual General Meeting

The new Board Members 2016.

The following contact list will give an introduction of the Board Members 2016, as elected at the 23rd AGM in Dubai.

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@bestprax.com



Jan-Patrick Cap

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



GBN NEWS:

GBN AWARD WINNER CASE STUDY

The Medical City (TMC)



The Medical City Story - Touching and Saving a Million Lives through Best Practice Benchmarking - Excerpts from the presentation of The

Medical City (TMC) of the Philippines during the 4th International Benchmarking Competition held in Dubai, December 17, 2015. TMC won First Prize in the competition.

We wish to share The Medical City Story and how it touches and saves a million lives through Best Practice Benchmarking.

The Medical City (TMC) started as a tertiary care hospital in the Philippines with over 48 years of experience in hospital operation and administration. Its world-class health care complex serves more than 50,000 in-patients and 1,200,000 out-patients annually. Using the Hub and Spoke business model, TMC has expanded its local and global footprints to five network hospitals and 37 outpatient clinics in the Philippines, Guam and Dubai. It has a medical staff of over 1,000 world-renowned physicians who have trained in the top hospitals in US, Europe and Asia.

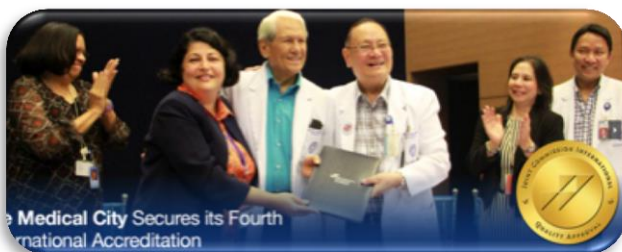


Photo: The Medical City secures its fourth international Accreditation

Having consistently maintained its Joint Commission International Accreditation from 2006 - 2015, TMC has matured in the use of Best Practice Benchmarking to attain world-class excellence with a vision of service for 48

years. It is a benchmark and a role model in the Philippines and Asia.

TMC senior leaders have institutionalized Benchmarking Global Best Practices (both formal and informal approaches) by integrating the methodology in its strategic/operational planning sessions and its continuous quality improvement and innovation initiatives. TMC adapted Kaplan and Norton's Balanced Scorecard and has continuously improved this model. Benchmarking projects were selected based on TMC's strategic plans and implementation strategies.

TMC senior leaders use Best Practice Benchmarking in their search for best solutions by studying organizations that are high performers following the Balanced Scorecard focusing on Customer Satisfaction, Internal Business Process and Learning and Growth. TMC benchmarks world-class companies such as Mayo Clinic, Johns Hopkins, Cleveland Clinic, Harvard Medical Center, Joint Commission International, World Health Organization, and the Institute for Healthcare Improvement. It adapts best-in-class processes not only in Healthcare but also with globally excellent companies known for customer satisfaction such as Disney Institute, Shangri-la Hotels, and the Malcolm Baldrige-awarded IBM Rochester, well as on organizational excellence with institutions such as the Yale Center for Emotional Intelligence, Texas Instruments, San Miguel Corporation.



Photo: Benchmarking at San Miguel Corporation

GBN NEWS:

GBN AWARD WINNER CASE STUDY

The Medical City (TMC)

As a result, TMC has won several awards related to hospital infection control, patient safety and other quality improvement projects. TMC CEO and President Dr. Alfredo R.A. Bengzon recently won the 2015 Juran Award Medal in the Philippines for Leadership Commitment to Quality.



Photo: Juran Medal Awardee Dr. Alfredo Bengzon

Some of the projects which were benchmarked by TMC are: Clinical Outcomes related projects on Infection Control, Pancreatic Surgery, Mother Baby Friendly Hospital Processes, National Surgical Quality Improvement Program. Patient Experience/ Satisfaction Projects on Leadership Rounds, Patient Satisfaction Measurement Process, Lean Six Sigma project on Reduction of Turn-Around Time and Organizational Excellence projects related to Change Management, Emotional Intelligence and Best Practice Sharing Management.

TMC's unwavering commitment to excellence in health care is best expressed by Dr. Bengzon:

"If health is a fundamental human right, then it must also be a fundamental responsibility."

Contact

Ma. Teresa U. Bagaman
Head, Network Quality Management
The Medical City
Metro Manila, Philippines
E-Mail: teresabagaman@gmail.com



NEW MEMBER: KAZAKH ORGANIZATION FOR QUALITY AND INNOVATION MANAGEMENT - KOQIM

Almaty, kazakhstan

Kazakh Organization for quality and
innovation management - KOQIM
Kazakhstan



The Organization was founded in 2006 as Former International Association of Quality Managers and Auditors (FIAQMA) and recently, on January 3rd, 2013 it was reformed into Kazakh Organisation for Quality and Innovation Management (KOQIM).

Main activities include:

- Propaganda of actuality and importance of implementing modern methods of management systems.
- Assistance in developing and implementing an informational data bank of quality system management.
- Obtaining managers' and auditors' informational and educational materials on quality management system.
- Publication of informational materials, books and guidelines for auditors of quality management system.
- Assistance in conducting scientific conferences, seminars and symposiums of quality management.
- Organization of exhibitions, fairs, promotions and presentations of innovational methods of management systems.
- Advertisement, publishing, typographical and paleographical activities.
- Organization of negotiations with other stakeholders of Kazakhstan.

Vision: The vision of KOQIM is to create and develop regional infrastructure designed to contribute to the development of regional organizations and enterprises, in

order to increase their competitiveness in local, as well as in international markets.

Mission: The main mission of KOQIM is to promote and assist Kazakhstan, Uzbekistan and other post-Soviet Union countries' organizations in achieving a high level of competitiveness by building confidence among consumers and other stakeholders, implementing an international management system, methodologies and best practices.

Contact

Mr. Prof. Azat Abdrakhmanov
Abdrakhmanov.az@gs1.kz
www.standard.kz

GBN NEWS: COLLABORATION BETWEEN GBN MEMBERS

Director Business Development



Collaboration between GBN Members

So what projects do you have in mind that would benefit from collaboration amongst GBN Members?

The GBN Mission is for GBN Members to work together to promote and facilitate the use of benchmarking world-wide.

The GBN Strategic Plan focuses on a number of strategic objectives on which Members could work together arising from the GBN's Benchmarking 2030 collaborative project and report.

In fact the Benchmarking 2030 project was a good example of how Members can work together to achieve the GBN Mission involving conferences, roundtables and inputs from Members as the report was developed.

However, Members can also work together on their own initiatives that in turn support the GBN Mission and Vision.

Examples of this include matters covered in this Newsletter:

- Global Assessment promoted by GBN Member Organisational Excellence Services
- Study Missions promoted by GBN Members BCS Management Services, Organisational Excellence Services and Benchmarking Partnerships and also engaging other GBN Members
http://www.benchmarkingpartnerships.com.au/w_Canada_Study_Mission_Flyer_Sept16.pdf;
http://www.benchmarkingpartnerships.com.au/w_StudyMissionPublicSectorPerformance3.pdf
- Best Practice Awards promoted by COER and to which Members submit applicants and also host the Awards events

Of course we have GBN funded projects like the Sustainability Tool being developed by Winning Moves and Fraunhofer but the GBN's financial resources to fund such projects is very limited.

Sources for these projects may be:

- Your own clients and stakeholders
- World Bank, Unicef and other NGO initiatives to benefit society and the environment – and hence address the Global Megatrends
- The GBN Strategic Plan – <http://www.globalbenchmarking.org/the-network/gbn-strategy-planning/>
- Your own favourite initiative
- Initiatives discussed at the GBN AGM
- Etc

In order for the GBN to be the Global Hub for Benchmarking our collective voice is much better than us speaking or acting alone. Demonstration of our Values would be enhanced by us working more together:

Helping each other

Working Together

Professionalism

Excellence

Ethical Behaviour

So our challenge as Members is to put forward initiatives for some or all of our fellow members to participate so that **everyone wins** – you, other Members, the GBN and the world.

If you have something in mind please contact myself so I can help you to promote it.

GBN NEWS: COLLABORATION BETWEEN GBN MEMBERS

Director Business Development

Key Trend	Megatrends	Questions
Society	<ul style="list-style-type: none"> • Urbanization and demographic change • Women on the rise • Cultural diversity • New patterns of mobility • Migration patterns • Welfare and disaster recovery 	<ul style="list-style-type: none"> • How are countries and organizations responding? • Is the GBN sufficiently diverse? • Is triple bottom line enough? • Would not-for-profits/charities benefit from benchmarking?
Consumers	<ul style="list-style-type: none"> • Next level of individualism • New consumption patterns • Thriving health sector and individual responsibility • Converging health markets e.g. food and pharmacy/self dependency 	<ul style="list-style-type: none"> • Should the GBN have a health project – is western health in disarray? • Who will be the benchmarking consumers? • What might be the successor of business excellence? • What are the benefits from converging markets?

Table: Questions raised by the Global Megatrends that could inspire collaborative projects by GBN Members (see Benchmarking 2030 Report [LINK](#))

Contact

Bruce Searles

Benchmarking Partnerships

Asquith, Australia

Phone: +61 418 267 794

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

benchmarkingpartnerships.com.au



MEMBERS NEWS: QIMPRO CONVENTION 2015

WE School for Management Studies, 3-4 December 2015



BestPrax Club
Member: India | Global Benchmarking Network

QIMPRO Convention 2015

Qimpro Convention is India's longest running and premier competition for Improvement, Innovation and now Sustainability projects by middle management teams. It was inceptioned in the year 1989 as a private event by Qimpro Consultants to promote recognition within their circle of clients. As years grew by there was a clamor to allow external participation as well.

In the year 2004, the Convention finally opened its doors to the public. Thus it cemented its place as a premier and universal platform to celebrate achievements by cross-functional teams. It has been the hallmark of excellence by the true soldiers of quality in every organization. This year's edition saw the focus include students as well. This reflected through our partnership with one of India's most innovative institutes: Welingkar Institute of Management and Research.

In our 27 years of unrelenting passion—for the first time ever—students were exposed to some of the finest projects from Corporate India's well-guarded vaults.



Photo: Participants of the eClerk project

The 27th Qimpro Convention was held over 2 days on 3rd and 4th December, 2015. Day 1 saw titans and new companies from services and healthcare, while Day 2 saw manufacturing behemoths. Both days saw 16 finalist projects presented. In total we received 86 projects across all three competitions. 38 of these were from Services and 11 from Healthcare while 37 were from Manufacturing. These projects were subject to the analytical and stringent eyes of 84 external examiners who are all currently working in a diverse set of industries.



Photo: The winners receive their award

Also, for the first time ever—Qimpro Convention held a semifinal round which was presided by senior examiners using online meeting software.

Both days saw a completely different judging panel. Each member of the panel was carefully handpicked to reflect the nature of projects and industries on showcase. They not only studied the presentations beforehand but also quizzed the teams along with audience members on the finer points of detail.

In a barren desert of learning opportunity, Qimpro Convention is uniquely placed as an oasis of knowledge. The foundations of its existence are built on two important tenets: the spirit of competition and learning through

MEMBERS NEWS: QIMPRO CONVENTION 2015

WE School for Management Studies, 3-4 December 2015

sharing.

In a world riddled with tightly monitored security systems, general distrust and secrecy—Qimpro Convention is a breath of fresh air. Ideas are freely displayed, discussed and dissected. Companies showcase their projects with transparency: allowing greater cross-industry benchmarking, dissemination of tools and real understanding of ground realities.

The way forward for the Convention is manifold. We seek to actively add Healthcare and Education as key industries to send projects toward us. Eventually we foresee the Convention as a weeklong celebration of all things Quality, Innovation and Sustainability.

A definitive event that captures the hallmarks of problem solving, precision, and perfection.

Contact

Suresh Lulla

BestPrax Club Pvt. Ltd., India

ssl@bestprax.com

www.bestprax.com



MEMBERS NEWS: UNITING THE CONTINENTS THROUGH EXCELLENCE

Organizational Excellence Specialists, Canada



Uniting the Continents through Excellence

Earlier this year, the Organizational Excellence Technical Committee (OETC) at ASQ launched the first global assessment on the

current state of organizational excellence. The assessment uses a new assessment tool that allows the leader of an organization to do a quick self-assessment against these principles and best management practices of the Organizational Excellence Framework (OEF). The OEF is a publication that integrates leading global excellence models and provides implementation guidelines for the practitioner and is accompanied by a robust toolkit that includes the assessment tool. A complimentary copy of the publication can be downloaded at <http://organizationalexcellencespecialists.ca/>.

This research project is significant. There are 200 countries, 21 industry sectors, 4 different sizes of organizations, and differing levels of awareness about excellence models. Thus, the participation of a good cross-section of organizations is required before the aggregate findings can be reported and any conclusions can be drawn. In addition to Organizational Excellence Specialists, there are a number of partners assisting with the data collection including ASQ, the Global Benchmarking Network (GBN), national quality bodies, industry associations, and universities.

Organizations that wish to help collect data are invited to contact the author and organizations that wish to participate in the are invited to visit <http://www.qlbs.com/QimonoVBA/Assessment/OrgExFramework>. Depending on organization size, the assessment

will take between 15 and 30 minutes to complete. A summary of the aggregate results will be posted on the open OETC LinkedIn site at

<https://www.linkedin.com/grps/Organizational-Excellence-Technical-Committee-ASQ-4369749/about?>

It is anticipated this research will provide a number of benefits for organizations and economies around the globe such as:

- Making organizations aware of best management practices that will help to improve their performance
- Providing dashboard results that show the extent to which principles are part of organizational culture and best management practices are deployed by industry sector and geographical region
- Identifying gaps that need to be addressed by education and training
- Encouraging organizations to benchmark their performance internally and externally
- Inviting high performing organizations to apply for national excellence awards and international best practice and benchmarking awards
- Enabling all countries to participate, in a more competitive and sustainable way in the global economy

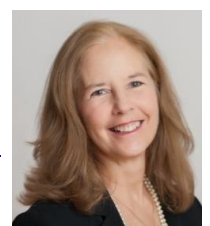
We invite you to join us in this research and be part of uniting the continents through excellence!

Contact

Dawn Ringrose

Organizational Excellence Specialists,
Courtenay, British Columbia, Canada

dawn@organizationalexcellencespecialists.ca
www.organizationalexcellencespecialists.ca



MEMBERS NEWS: WHY SHOULD A PROJECT NEED AN OUTSIDE FOCUS ON QUALITY?

BCS Management Services, England

Terry Pilcher of BCS Management Services considers the benefits of Project Quality Monitoring (PQM) by independent reviewers.



Experience has shown that complex projects need considerable resources devoted to continually monitor their progress. However, nearly all sectors exist in a changing environment with new challenges, staff changes, loss and change of partners as well as unrealistic project specifications and estimates.

Independent, external Project Quality Monitoring teams can design and execute a thorough Project Quality Plan through involvement at the early project design stage. This enables an interaction with all stakeholders in order to achieve a successful project outcome through constructive and objective recommendations during every phase of the project.

All projects are candidates for the Six 'C' approach.

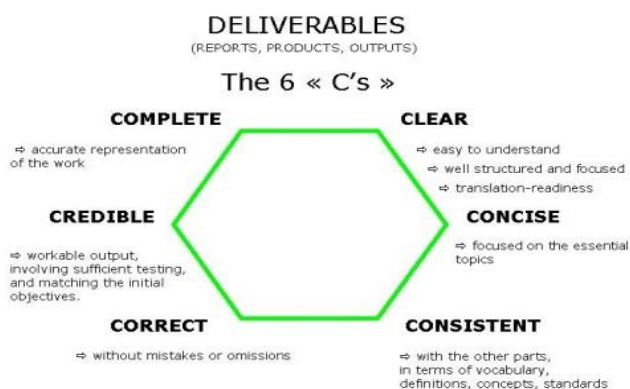


Figure: The 6 'C' Approach

Case Studies

Transfer of Innovation Project (Hungary-Romania-Finland): The project involved 5 partners, from 3 countries. A strong focus was put in the risk management since the beginning of the project, because there was a visible exposure about the lack of commitment to collect enough pilot cases, which was a key target of the project. The PQM work was highly praised by the external auditors at the interim phase. Then during the second half, the focus was put on the evaluation of the achievements against agreed standards, so that the project was able to show ample evidence of success.

Erasmus project (Germany): The commitment of external evaluators from the start of this Education and Technology project made it possible for close monitoring of the activities and allowed avoidance of deviations both in terms of project achievement and duration. At the end of the project it also played an important role in succeeding to get a national grant for three more years, which contributed to the sustainability of the project.

Benefits

The suggested benefits of adopting independent Project Quality Management are:

- Questioning initial specifications and estimates at the outset
- Enhancing the focus and ensuring a constant outside presence, whatever the circumstances
- Providing an independent look by a neutral party
- Giving an opportunity to consult with an outside party on areas of confidentiality
- Providing a reminder to review progress in a systematic way
- Delivering a record of progress against KPIs and targets

MEMBERS NEWS: WHY SHOULD A PROJECT NEED AN OUTSIDE FOCUS ON QUALITY?

BCS Management Services, England

- Providing material on the quality of a project for the funding authority both internal and external
- Adding a very high value due to its leverage for a small share of the project cost

Conclusion

If all project tasks are undertaken well and defined during the early stages of the project then there would be no reason to have an outside focus on quality. Sadly, however, this is not the case. Also in this economic climate one cannot afford financial risks due to poor quality. The boat must keep heading towards the shore, while taking into account the changing weather, sea conditions and hidden hazards. The captain must rely on a compass on board but also on an observer from the harbour.

Further information can be found at <http://www.project-quality-monitoring.com/>

Contact

Terry Pilcher

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



MEMBERS NEWS: BENCHMARKING WITH NON-GOVERNMENT SOCIAL SERVICE ORGANISATIONS

Benchmarking Partnerships, Australia



Benchmarking with Non-Government Social Service Organisations

Benchmarking Partnerships is pleased to report that over the last year, we have worked with 3 Community Health organisations across Australia with very significant impact to help shape and guide their organisations to better serve their clients as well as organisational growth in challenging environments. Clients in these organisations varied from children, youth and families at risk, mental health, intellectual disabilities, aged care and other vulnerable members of the community.

Our work included: vision casting, business excellence maturity framework development, self-assessments, evaluations, train the trainer and reporting from customised frameworks tailored to specific government and agency quality standards. Outcomes of further work we delivered included workforce planning, strategy development, communications strategy and planning, strategic planning and benchmarking.

Benchmarking included brokering of site visits to various sites including an Australian Business Excellence Gold award winning HealthCare organisation. The aim of the site visits was to learn from the gaps in performance from the assessments. Key learnings and improvement planning included developing an integrated quality system, partnership agreements, employee engagement and involvement and a balanced scorecard performance management system.

The deployment of cascaded strategic planning 'one page plans' with different centres was another area of work where we were influential in change and improvement. One organisation's CEO said it was one of the best initiatives they've introduced as it provided a focus for decision

making, reporting and sharing contributions across its 18 centres.

In one of the other local community health organisations which grew from a family business, we designed and delivered Vision casting workshops with separate stakeholders including carefully facilitated contributions from clients with intellectual disabilities to determine Organisational Values, Vision and Mission statements. We then helped to guide and facilitate their strategic planning process.



Photo: Values Tree decorated for Christmas

Contact

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



MEMBERS NEWS:

FIRST EUROPEAN PUBLIC SECTOR PERFORMANCE BENCHMARKING STUDY MISSION

Benchmarking Partnerships, Australia; BCS Management Services, England



First European Public Sector Performance Benchmarking Study Mission

The First European Public Sector Performance Study Mission was conducted by collaboration between GBN Members Benchmarking Partnerships (Asia / Pacific), BCS Management Services (UK) and the European Institute of Public Administration (EIPA).

The Study Mission was conducted from Sunday 27 September to Friday 2 October, 2015, covering Brussels (Belgium), Maastricht (the Netherlands), Mannheim (Germany) and Luxembourg.

The program was built around delegates learning about the Common Assessment Framework (CAF) used by over 4,000 public sector agencies across Europe, including site visits and presentations by users of CAF. In addition, delegates learned about best practices displayed by CAF users and others related to the categories of CAF such as leadership, planning, customer focus etc. and were also specially invited to attend the 8th European Public Sector Quality Conference (8QC) attended by about 300 people in Luxembourg.

Delegates from 5 countries rated their experiences and learnings during the Study Mission very highly with all delegates who responded saying that they would recommend a similar Study Mission to others. The overall rating by delegates was 96% of the maximum possible score. Some delegates wanted to score the study mission even higher than the maximum possible feedback score, rating the Study Mission as "Excellent".

A report of the key learnings and experiences of the Study Mission was made available to all delegates and hosts / speakers and will be published soon.

The report covers key learnings from the Study Mission including:

1. Recent trends in enhancing public-sector productivity and performance in Europe;
2. Best practices of public-sector productivity and performance in Europe and recommendations for improving public-sector productivity performance
3. Sustainability and Innovation;
4. Public service quality enhancement;
5. Public service productivity enhancement approaches.



Photo: Study Mission Delegates and organisers at the CAF Resource Centre, EIPA, Maastricht

MEMBERS NEWS: FIRST EUROPEAN PUBLIC SECTOR PER- FORMANCE BENCHMARKING STUDY MISSION

Benchmarking Partnerships, Australia; BCS Management Services, England



Photo: some of the delegates listening intently and recording notes at EIPA in Maastricht, Netherlands

Anton Benc

Benchmarking Partnerships
Melbourne, Australia

E-Mail: [anton@
benchmarkingpartnerships.com.au](mailto:anton@benchmarkingpartnerships.com.au)



The next collaborative Study Mission is being arranged for Vancouver Canada in the last week of September 2016 by GBN Members – BCS Management Services, Organisational Excellence Services and Benchmarking Partnerships.

Go to

[http://www.benchmarkingpartnerships.com.au/w_Canad
a_Study_Mission_Flyer_Sept16.pdf](http://www.benchmarkingpartnerships.com.au/w_Canada_Study_Mission_Flyer_Sept16.pdf) for more information.

Contact

Bruce Searles

Benchmarking Partnerships

Asquith, Australia

Phone: +61 418 267 794

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



Terry Pilcher

BCS Management Services

Cambridgeshire, England

Phone: +44 1945 474729

E-Mail: BCSMgt@aol.com



MEMBERS NEWS: IDENTIFYING AND APPLYING BEST PRACTICES FOR GOVERNMENT

Centre for Organisational Excellence Research, New Zealand



The Dubai Government Excellence Programme (DGEP), part of the General Secretariat of the

Executive Council of Dubai, launched the Dubai We Learn initiative in October 2015. This initiative is in cooperation with the Centre of Organisational Excellence Research (COER), New Zealand. The initiative aims to empower a culture of institutional learning and the transfer and exchange of knowledge within the government sector.

The initiative consists of the mentoring of 13 benchmarking projects, training in organisational learning and benchmarking, and the provision of a best practice resource, www.BPIR.com, for all 37 government entities, see the following figure.



Figure: and an illustration of Dubai We Learn services



Photo: The launch of Dubai We Learn by Dr Ahmad Al Nuseirat, Coordinator-General, DGEP

The 13 government projects are shown below:

Government Entity	Project title
Dubai Corporation for Ambulance Services	Development of Emirati Paramedic's Leaders
Dubai Courts	Personal Status Smart Certifications Services
Dubai Culture	Developing National Human Resources for Museums
Dubai Electricity & Water Authority	Shams Dubai Initiative – Customer Awareness and Engagement
Dubai Land Department	Towards Happy Employees
Dubai Municipality	Improving Purchasing Channels
Dubai Police Head Quarter	Smart Police Officer
Dubai Statistics Center	Innovative Statistics
General Directorate of Residency & Foreigners Affairs Dubai	Developing a World-Class Customer Service Design Process
Knowledge & Human Development Authority	People Happiness
Mohamed Bin Rashid Enterprise for Housing	Improving Customer Experience
Public Prosecution	Judicial Knowledge Management
Road and Transport Authority	Ask Subject Matter Expert - Knowledge Management

Table: Dubai We Learn's benchmarking projects

MEMBERS NEWS: IDENTIFYING AND APPLYING BEST PRACTICES FOR GOVERNMENT

Centre for Organisational Excellence Research, New Zealand

For each project there is a team leader, benchmarking facilitator and other team members with technical knowledge of the process or system being investigated. Project teams are using the TRADE Best Practice Benchmarking Methodology to identify and implement best practices. This methodology provides a step by step approach to ensure that the opportunities and challenges facing the government are clearly identified and relevant best practices are captured, adapted and implemented. At the conclusion of the initiative a publication will be written to share the best practices and results achieved. This publication will serve as a valuable record on how to do benchmarking within the government sector.

Although all projects started at the same time the pace of progress through the TRADE stages varies dependent on the project's size and complexity, level of understanding of how the process currently operates and performs, and how much time is being invested in the project. For instance, the Knowledge and Human Development Authority's project is "to identify and implement best practices related to people happiness to increase their happiness, work-life balance and well-being". Already, the project team has progressed to the "Acquire best practices" stage and conducted benchmarking visits in the United States. The team were able to progress quickly as they have been measuring employee satisfaction and related measures for a number of years and knew precisely the challenges they faced to increase employee happiness. The figure below shows progress to-date across all project teams.



Figure: TRADE stages and steps



Figure: Progress of project teams through the TRADE stages

Another project team, Dubai Electricity and Water Authority (DEWA) are finalising the Terms of Reference for their project. DEWA has taken longer on the first stage of TRADE to make sure they selected the most beneficial project, had the right team members in place, and the project would fit within the one year time-frame of Dubai We Learn. Their project aims *"to increase customer awareness and engagement on Shams Dubai initiative and improve marketing efforts"*. Shams Dubai was launched in

MEMBERS NEWS: IDENTIFYING AND APPLYING BEST PRACTICES FOR GOVERNMENT

Centre for Organisational Excellence Research, New Zealand

March 2015 and sets the technical and regulatory framework to enable households and building owners to install solar PV systems within their premises and have it connected to DEWA's network. The generated electricity is used on site and the surplus (difference between the generated electricity and the consumption at the premises) is exported to DEWA's network. DEWA will discount the surplus from the customers' future electricity bill. The project team intends to learn from successful solar panel initiatives in other countries, and learn from institutions that have introduced new technology and quickly achieved high market penetration rates.

The progress of the 13 projects are monitored by COER and DGEP. A project reporting system is supplemented by regular Progress Sharing Days at which teams share and learn from each other. The 1st Progress Sharing Day was held on 9th November 2015 with the next planned for 18th January 2016. At the 1st Progress Sharing Day, the Dubai Statistics Centre (DSC) were recognised for the progress they had made with their project *"to identify best practices in Innovation to enable DSC to develop and implement a strategy for innovation to improve its process and services"*. Within a month DSC had undertaken a number of innovation self-assessments to identify their areas for improvement, and designed a thorough plan on how their project would be conducted.



Photo: Dubai Statistics recognised at the 1st Progress Sharing Day



Photo: Dr Robin Mann and Ahmed Abbas receive mementos after visiting Dubai Municipality to check their project "to reduce purchasing cycle time"

The ultimate aim of these projects is to produce substantial benefits for Dubai citizens through improving the operations and systems of the government entities. These benefits will be closely monitored. A secondary aim is to build the capability of government through the training and support provided. Already, as a result of the training over 70 staff have been trained in TRADE (Level 1) and with the completion of their projects most are expected to achieve benchmarking proficiency (Level 2). In the long-term it is expected that many of these will achieve the highest level of benchmarking certification – benchmarking mastery (Level 3). These highly trained individuals will be expected to lead the introduction of structures and approaches that foster a culture of best practice learning and deliver citizen-centric services.



Photo: Figure 6 - Dubai We Learn participants trained on 6-8 October 2015 achieved TRADE Certification – Level 1. At the end of their project most are expected to achieve Level 2 – Benchmarking Proficiency.

MEMBERS NEWS: IDENTIFYING AND APPLYING BEST PRACTICES FOR GOVERNMENT

Centre for Organisational Excellence Research, New Zealand

To recognise the hard work of government employees in the pursuit of excellence they are encouraged to participate in local and international awards. International awards not only provide due recognition but also help to promote Dubai around the world. Already, Dubai government entities are making their presence known on the international stage for their best practice culture. In 2013, the Knowledge and Human Development Authority won the GBN's Global Benchmarking Award. This award recognises organisations for their overall organisational learning approach with criteria focussing on leadership commitment to benchmarking, pervasiveness of benchmarking, formality of benchmarking and results achieved. In 2015, the Dubai Corporation for Ambulance Services (DCAS) won the 4th International Best Practice Competition (IBPC) for its MAMA ambulance service. This is a service focused on the needs of pregnant women and staffed by entirely women from the ambulance drivers to paramedics to ensure cultural sensitivity. The service is achieving satisfaction levels of 98% and higher.



Photo: Through the building of benchmarking capability more Dubai government entities are likely to achieve international recognition for their best practice culture. Dubai's Knowledge and Human Development Authority won the GBN's Global Benchmarking Award in 2013



Photo: the Dubai Corporation for Ambulance Services won the 4th International Best Practice Competition in 2015

The Dubai Government Excellence Programme with the launch of Dubai We Learn continues to be a driving force for change. DGEPP's initiatives in the last 19 years have resulted in dramatic improvements in areas such as customer satisfaction and employee well-being across the government sector. This has contributed to the UAE becoming one of the fastest improving countries in the world as shown by dramatic improvements in indicators such as Ease of Doing Business, Global Competitiveness, Innovation Linkages, Information Technology Readiness and Corruption Perception. Indeed, since 2013 the UAE has been ranked No.1 in the world for government efficiency by the IMD World Competitiveness Centre.

MEMBERS NEWS: IDENTIFYING AND APPLYING BEST PRACTICES FOR GOVERNMENT

Centre for Organisational Excellence Research, New Zealand

Authors and contact information

Dr Robin Mann, Head of the Centre for Organisational Excellence Research, and Ahmed Abbas, Senior Researcher, BPIR.com Limited are responsible for the design and implementation of the Dubai We Learn program and use of the TRADE Best Practice Benchmarking Methodology. Dr Zeyad Mohammad El Kahlout, is the Quality and Excellence Advisor for the Dubai Government Excellence Program and responsible for oversight of Dubai We Learn and ensuring it meets the needs of the Executive Council of Dubai.

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



Ahmed Abbas

Senior Researcher, BPIR.com Limited,
New Zealand
www.bpir.com
E-Mail: Ahmed@bpir.com



Dr. Zeyad Mohammad El Kahlout

Quality and Excellence Advisor
Dubai Government Excellence Program
The General Secretariat of
the Executive Council of Dubai
Email: Zeyad.ElKahlout@tec.gov.ae



GBN SERIES: HEALTH (PART 4)

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

The level of medical care increases worldwide. As a result, the average life expectancy continues to increase as well. The topic health is essential from two different angles.

Economic point of view

The demographic change leads to financial deficits in the welfare and pensions system. Eldercare and an augmentation of chronic diseases such as adiposities, diabetes and allergies raise healthcare costs. However, in comparison with demographic change, the impact of technological progress on rising expenses is much higher. New diagnostic methods, therapies and nanotechnology increase expenditures. Therefore it is of economic interest, that people are healthy and capable of working as long as possible. Competition increases due to the economisation of the health sector. The deficits in public healthcare systems lead to more privatisation of medical services. Private health offers serve as role models for public suppliers. The health industry is and will be strong in growth and serves as an important employer

Health management becomes an important issue for companies in the future. It includes:

- Co-operations between health insurers and companies
- Joint financing of additional insurances by employers and employees
- Optimal arrangement of work places

Personal point of view

The trend is going towards more individual responsibility for the own medical condition. On the one hand in terms of financial security and on the other hand regarding disease prevention and health preservation. Being well and fit is in vogue. People try to keep healthy to enjoy their life

after retirement and to remain independent as long as possible.

The increase of health awareness has lead to the convergence of markets and many new products, especially in the areas of nutrition, pharmaceuticals, and cosmetics. Demand is increasing for products and services that promote physical and mental wellbeing in the fields of:

- Work-life-balance and life-design
- Holistic approach to nutrition: gen food, novel food, functional food, organic products
- Age appropriate sports as Nordic walking
- Health tourism and wellness offers
- It is estimated that health reasons influence 80% of consumer decisions, whether for cars or kitchen accessories.

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



© Global Benchmarking Network, 2015