



Megatrends Series: Technology



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Join us!
Cultural and Benchmarking insights at
the IBCON and AGM in China!

GBNEWSLETTER

Issue No. 21 (October 2016)

Global Benchmarking Network

Dear GBN Members,

It is our pleasure to present you the 21st issue of the GBNewsletter.

The 24th **Annual General Meeting** and the **10th International Benchmarking Conference** of the GBN will be held 8/9 December 2016 in Nanjing, Jiangsu, China. Both events will provide an excellent opportunity to share benchmarking knowledge and best practices. Please add these dates to your diaries! More information on the two events is contained in the first section of this Newsletter.



An extensive report on the **first GBN Member's GoToMeeting Call** provides an impression on this new mode of communication between GBN members. The objectives of such calls are to get to know each other and learn from each other as well as to develop the body of knowledge in benchmarking. Since this was the first Call of its kind, we encourage feedback on its execution.

This newsletter also provides a broad idea of how benchmarking may be interpreted. Have a look at the **benchmarking definitions** provided by our members.

In the following sections an introduction of our **Megatrends Series** with an emphasis on part 5 "Technology" will be provided to allow an outlook of future trends that affect Benchmarking worldwide. Also have a look at our GBN Member News!

Enjoy reading and happy benchmarking!

A handwritten signature in blue ink that reads 'Jan-Patrick Cap' followed by a stylized flourish.

Jan-Patrick Cap
GBN Secretary

A handwritten signature in blue ink that reads 'Dr. Robin Mann' followed by a long, horizontal, wavy line.

Dr. Robin Mann
GBN Chairman

10TH INTERNATIONAL BENCHMARKING CONFERENCE (IBCON) IN CHINA

DEC. 8TH 2016, NANJING, JIANGSU, CHINA

24rd Annual General Meeting & First Chinese Benchmarking Conference

About GBN 10TH International Benchmarking Conference (IBCON)

The Global Benchmarking Network (GBN) is pleased to announce our December 2016 10th International Benchmarking Conference (IBCON). This 2016 event is targeted for senior leaders in both the private and public sectors, with a distinct and unique focus on how to sustain performance excellence through benchmarking and best practices for the next 10 – 20 years or more. As an introduction, here are some of our major performance excellence highlights for this event:

- Learn and discuss with GBN experts from countries like Australia, New Zealand, Germany, India, UK, Canada, and the USA
- Learn how Benchmarking will vastly improve your business results, encourage innovation, and support your longer term sustainability
- Learn how to leverage the Global Megatrends for your business success up to 2030
- Hear and discuss a large number of practical best practices leading to improved business outcomes from many countries as part of the annual international GBN Benchmarking Awards and Best Practices Awards

- Hear and discuss best practices from international and local enterprises and beyond
- Learn from world's best practices of several companies during the Global Benchmarking Award

Discovering Nanjing

The IBCON offers the opportunity to also experience the unique mix of innovation and cultural heritage that China withholds. The conference location Nanjing is the second largest city in the East China region with over 8 Million citizens and capital of the Jiangsu province. We highly recommend that you seize the chance to discover the miracles of one of the oldest Chinese cities. Nanjing lies at the heartland of the Yangtze River Delta and is known as the city of the conquerors and capital of the south. It is situated in one of China's most vibrant economic areas near the likewise booming cities Shanghai and Hangzhou. Still, despite of being one of China's most important commercial centers, Nanjing maintained the atmosphere of a traditional Chinese city. A huge variety of ancient temples, mausoleums and statues from six different dynasties can be found in the area.



10TH INTERNATIONAL BENCHMARKING CONFERENCE (IBCON) IN CHINA

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Why China in 2016?

The OECD expects China to surpass the USA as largest economy of the world in 2016. Although China's GDP growth declined during the last decade, it always remained at least at 7%. Since benchmarking can be characterized as learning from the best, the GBN seized the opportunity to have a conference in the world's fastest growing economy

The IBCON 2016 offers the opportunity to learn from Chinese best practices, as well as from international benchmarking projects. It will include distinct showcased global success stories that explain the explicit advantages of formal benchmarking to a proposed audience of senior executives from all major sectors of our society – government, business, education, healthcare, and not-for-profit in order to increase the GBN spread and help to achieve the GBN Vision.

Travel Information

Nanjing has an international airport located in near distance to the city center. The airport can be best reached via direct international flights from several hubs, e.g. Frankfurt, Singapore, Seoul, Bangkok or Tokyo.

Furthermore, Nanjing is well connected via railway. High speed trains connect Nanjing and Shanghai via a one hour ride. You find further travel information and recommended hotels on the website of the [City of Nanjing](#)

You are very much invited to join our IBCON welcome dinner on December 7th starting at 18:00. All conference content will be presented on December 8th from 9:00 to 18:00. The GBN Annual General Meeting for GBN members and interested organizations will take place on December 9th from 9:00 to 18:00.

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GBN MEMBERS DEFINE BENCHMARKING

"A Methodology for seeking out and identifying "world-class" practices, that can be adopted or adapted to achieve superior performance."

Dale F. Weeks, USA
USA Global Leadership and Benchmarking Associates (GLBA)



Dawn Ringrose, Canada
Organizational Excellence Specialists

"Organizations use benchmarking as a point of reference. Using a balanced system of measurement, the organization can benchmark 'internally' to gauge performance over time and can benchmark 'externally' to compare performance with others. Organizations can then pursue improvement by harnessing the ideas and suggestions of employees and learning from the practices of high performing organizations."

"Benchmarking is a Business Excellence tool for finding, adapting and implementing outstanding practices in order to achieve superior performance."

Bruce Searles, Australia
Benchmarking Partnerships
GBN Director Business Development



Mark Modena, UK
Winning Moves

"Benchmarking is the practice of being humble enough to admit that someone else is better at something, and wise enough to try and learn how to match or even surpass them at it."

GBN MEMBERS DEFINE BENCHMARKING



Farshid Shokhrehodaee, Iran
General Manager Intelligent
Persians Corporation

"Benchmarking is essentially learning from the best practices for the purpose of the improvement of our own practices. Initially, this starts by comparing the performance results, and continues by process benchmarking. After this learning, we change our practices with the aim of achieving excellent results."

"My definition of benchmarking is finding challenging reference points for relevant key performance indicators (improvement potential) and create solutions to move your own performance into the direction of these reference points."



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

"A level of quality, that can be used as a standard when comparing other things."

Tonnis van Dam, Netherlands
Compare to Compete



"Benchmarking is identifying best-in-class performance and managerial practices that support this performance."

Terry Pilcher, England
BCS Management Services
GBN Director Marketing and
Growth



GBN MEMBERS DEFINE BENCHMARKING

“Benchmarking is ‘learning through the experience of others’. It includes the process of identifying, adapting, and implementing high performing practices to produce superior performance results.”

Dr. Robin Mann, New Zealand
Centre for Organisational
Excellence Research
GBN Chairman



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

“Benchmarking is a mindset which results in constant innovation, adaption and learning through inspiration from others that excel the own skills in certain areas.”

GBN NEWS:

MINUTES OF MEETING: GBN MEMBER'S GO TO MEETING CALL

GBN Secretary



Minutes of Meeting: GBN Member's GoToMeeting Call 1/2016 from 23rd of August

The GBN held its first GoToMeeting Call on August 23rd with the following attendees:

- Dr. Robert Camp (Best Practice Institute)
- Dr. Robin Mann / Alan Samuel (Centre for Organizational Excellence Research)
- Suresh Lulla (BestPrax Club)
- Terry Pilcher (BCS Management Services)
- Jan-Patrick Cap (Fraunhofer IPK)
- Ahmed Abbas (Bahrain Quality Society)
- Dale Weeks (Global Leadership and Benchmarking Associates)
- Dawn Ringrose (Organizational Excellence Specialists)
- Khashayar Ataie / Ehsani (Intelligent Persian Consultants / Iran Benchmarking Network)

The following points summarize the meeting:

1. **Welcome to GBN Members** (Purpose of GoTo Meetings, Guidelines/Rules of meetings), Robin Mann

The objectives of this call are to get to know each other and learn from each other as well as to develop the body of knowledge in benchmarking. As this was the first time everybody was encouraged to give feedback to improve the GBN meeting in the future.

2. **Overview of recent GBN activity** (Membership number, projects, last conference in Dubai, GBN newsletter, Intro to Board Members), Robin Mann

Membership Number There are 25 GBN members currently.

Projects The last project was the SME sustainability tool project, which has been completed and is ready for members to use. There is the possibility to start unfunded GBN projects, as for example Dawn does it. Dubai Conference The last annual general meeting was attended by 9 members in Dubai plus 3 members attending online. The meeting was a success after all, especially considering the short timeframe that we had. The main outcome was to think about a new membership model, where other organizations or individuals that are not representing their country as benchmarking experts, can join as well, which is currently not possible. Thereby, we could extend the reach and spread the body of knowledge more widely. Intro to Board Members Board members were confirmed; members being Dr. Robin Mann, Terry Pilcher, Suresh Lulla, Bruce Searles and Jan-Patrick Cap. More information can be found on the [GBN homepage](#). We are looking forward to a participation of members at the next AGM meeting in Nanjing, China and encourage members to apply for board positions in the GBN. At the last IBCON there were over 100 attendees and 4 high quality entries to the Global Benchmarking Award. These events are crucial for the GBN.

3. **Overview of forthcoming conference and AGM (8/9th December, Nanjing, China), Jan-Patrick Cap**

The next International Benchmarking Conference and Annual General Meeting will take place on the 8th and 9th of December in Nanjing, China. Nanjing is the ancient Southern capital of China with great historic buildings and a strong economy. Transportation is easy by direct international flights to Nanjing international airport. Attendance is free of charge for GBN members. If you would like to give a presentation, please [inform us](#)

GBN NEWS:

MINUTES OF MEETING: GBN MEMBER'S GO TO MEETING CALL

GBN Secretary

about your suggestion for the topic until 26th of August 2016. As usual, the GBN supports speakers with a contribution to the accommodation costs. Also, we encourage you to participate in the 5th Global Benchmarking Award. Further information can be found at globalbenchmarkingaward.com. Entries are required by 30th September.

4. Knowledge Sharing Session

Suresh Lulla and his team are working on a competition called BestPrax Benchmark. The [BestPrax Benchmark](#) is a tool to harvest best practices. Three categories are differentiated:

1. Leadership Governance
2. Management Governance
3. Operations Governance

We harvest 10 best practices for each participating organization, using the online BestPrax Barometer. Thereafter, we document these 10 best practices, and share them amongst all participating organizations, at the BestPrax Conclave. Three entries for the BestPrax Benchmark (Leadership Governance) will be shortlisted, based on an overall score, for the GBN Award. Besides, the BestPrax Club runs the BestPrax Prize. More information can be found at bestprax.com/awards_events

Terry Pilcher is an advisor to major company on customer service and assessor for the Customer Service Excellence Standard with SGS. He is also the CAF visiting program organizer.

Ahmed Abbas gives workshops and trainings from school to university. Different modules are offered, e.g. Quality Management. There are 100-150 participants in the course.

Alan Samuel completed his thesis on informal benchmarking. He is working with Robin and looking forward to benchmarking in the future.

Dale F. Weeks is working together with Bruce and Dawn on SMEs performance excellence. Dawn is currently executing a survey. Dale is using some of the material in entrepreneurial activities to support young companies. Also he focuses on best-practices in law enforcement together with Bruce Searles. They initiated a social progress initiative which ranks and benchmarks all countries in the world.

Khashayar Ataie and Ehsan started a new initiative: IRAN Benchmarking Network irbn.ir. They pointed out that in the last Global Benchmarking Award very useful practices arose. They are actively marketing GBN services.

Dawn Ringrose is continuing to conduct the First Global Assessment on the current state of Organizational Excellence Survey with several research partners. The study was launched by the executive committee of the Organizational Excellence Technical Committee (ASQ) (note: includes Dawn and Robin), the assessment tool (Organizational Excellence Framework) integrates leading excellence models. GBN is one of the research partners and member participation would be appreciated. The results will be shared and provide a snapshot on the deployment of best management practices by organization size, industry sector and country. Currently there are about 150 respondents and Dawn is looking for additional research partners to do further assessments around the world. Including 20 respondents facilitated by each GBN member would be appreciated. Dawn is chairing the ASQ Canada Collaborations and

GBN NEWS:

MINUTES OF MEETING: GBN MEMBER'S GO TO MEETING CALL

GBN Secretary

Partnerships committee and co-chairing the first ASQ Canada Conference in September 2017 and invited Robin to speak about benchmarking. ASQ Canada is considering two MOU's written by Dawn in collaboration with Robin and Bruce to host the IBCON and Global Benchmarking Award in Canada. Furthermore Dawn is working with Dale, Bruce, and Terry to host a Canada study mission with European and Asian delegates which unfortunately was cancelled due to lack of interest. Dawn is investigating the possibility to correlate the GBN Sustainability Tool and First Global Assessment on the current state of organizational excellence through Holger and Mark.

Jan-Patrick Cap implemented the GBN Sustainability Tool successfully. He is planning different international benchmarking centers together with Mark Modena (BenchmarkIndex). Patrick is in charge of the organization of the 10th International Benchmarking Conference.

Robin Mann is organizing the International Best-Practice Competition and GBN Award. He undertook Dubai We Learn with 13 Benchmarking projects using the Trade Methodology. Please see the presentation from the spotlight session for further details.

5. Spotlight Session – Knowledge Sharing on Facilitating Benchmarking Projects

Robin will talk about his experience in facilitating 13 benchmarking projects as part of an initiative called *Dubai We Learn*. Robin will issue a few slides prior to the meeting on his presentation. See the presentation for more information.

6. Open discussion on the usefulness of the GoTo meeting (future topics, volunteers to host or provide a spotlight presentation or discussion, frequency of meetings).

Dawn, Dale and Terry acknowledged the GoTo Meeting as being very useful, stating that the GBN should run these meetings quarterly. Therefore it was proposed to advertise the meeting and to promote it among the GBN members. Frequency of Meetings Robin favored having 3-4 meetings per year concerning GBN strategy, events and projects but suggested to keep these separate from knowledge sharing sessions which could be held more frequently. Future Topics Ehrani pointed out that the knowledge sharing is crucial for their country as well as internationally. He recommended working together in knowledge sharing in the future. Terry proposed that each meeting could have two knowledge sharing sessions and less information on the GBN as this could be addressed elsewhere. As possibilities for future spotlight sessions Terry mentioned a Customer Service Journey and Dawn the Global Assessment. As a next step it was agreed to send out short questionnaires about future structure and topics.

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GBN NEWS: 5TH GLOBAL BENCHMARKING AWARD – 2ND CALL FOR ENTRIES

GBN Secretary

5th Global Benchmarking Award – 2nd Call for Entries



The 5th [Global Benchmarking Award](#), provides recognition to organizations that have integrated benchmarking into their strategy and processes in order to continuously learn and innovate.

Previous winners have been Watson Real Estate (New Zealand) in 2012, Knowledge and Human Development Authority (United Arab Emirates) in 2013, OCBC Bank (Singapore) in 2014 and The Medical City, (Philippines) in 2015.

To enter please complete the [entry form](#) by **5.00pm, Monday 31 October 2016.**

Up-to five of the best applications will be invited to share their benchmarking approach in an 8 minute presentation at the **10th International Benchmarking Conference, Nanjing, Jiangsu, China to be held on 8th December 2016.** The presentations will be judged and winners and runners up will be recognised.

The Global Benchmarking Network, globalbenchmarking.org, organizes the award. The GBN consists of a network of organizations from 22 countries that are the leading authorities on benchmarking within their country. **The GBN is looking for new members that wish to represent their country** – for information on membership please refer to globalbenchmarking.org/become-a-member

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MEMBER NEWS: BESTPRAX

BestPrax Club Pvt. Ltd., India



BestPrax Conclave 2016

The Indian partner to GBN—BestPrax Club—will be hosting its annual BestPrax Conclave on 14th October, 2016 at the prestigious NMIMS University, Mumbai. The Conclave will showcase winners from two intensive competitions.

BestPrax Benchmark 2016

The BestPrax Benchmark is India's only benchmarking competition. Participants are large and medium sized organizations. The assessment process is driven by our unique IP: The Online BestPrax Barometer, an assembly of over 1200 managerial practices in 12 management categories.



The intensive 3-month process is divided into four key stages:

1. Harvesting Best Practices
2. Verifying Best Practices (on-site)
3. Mining Global Best Practices
4. Recognizing Best Practices

The competition is promoted in three governance categories:

- Leadership Governance
- Management Governance
- Operations Governance

The focus for BestPrax Benchmark 2016 is Leadership Governance.

The winners this year are:

- Tata Power
- Tata Housing
- NMIMS University

BestPrax Prize 2016

The BestPrax Prize aims to recognize the best leadership, managerial, and operations practices from some of the largest organizations in India. It is an open forum where organizations can send their perceived Best Practices to compete against others. It is a unique competing and sharing model of recognition.

The winners this year are:

- Mahindra Lifespace Developers
- Yes Bank
- Max Life Insurance
- Thiagarajar University

Contact

Suresh Lulla

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MEMBER NEWS: FIRST GLOBAL ASSESSMENT ON THE CURRENT STATE OF ORGANIZATIONAL EXCELLENCE

Organizational Excellence Specialists, Canada



Global Assessment of Organizational Excellence

Organizational Excellence Specialists is conducting the 'first global assessment on the current state of organizational excel-

lence'. Foundational to this research is the Organizational Excellence Framework publication that integrates leading excellence models and the automated assessment and reporting tool. The research results will be reported by organization size, industry sector and country so that organizations can gauge the culture of excellence and deployment of best management practices in their organization and benchmark with others.

Organizations that wish to participate in this research are invited to have a leader or quality manager complete the:

1. Teaser assessment on the culture of excellence at [qlbs.com/Teaser Assessment](http://qlbs.com/Teaser_Assessment)
2. Full assessment on the culture of excellence and deployment of best management practices at qlbs.com/Full_Assessment

It is important to note that organization(s):

- are welcome to download a free copy of the Organizational Excellence Framework publication at organizationalexcellencespecialists.ca
- results will be maintained in strict confidence and only aggregate results will be reported
- completing the teaser assessment will receive a free feedback report

- completing the full assessment:
 - will receive a free copy of the final report
 - may order a confidential feedback report for a small fee that includes ratings and action plans to address low rated practices
- wishing to participate as research partners are welcome to contact us

Contact

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MEMBER NEWS:

THE SOCIAL PROGRESS IMPERATIVE (SPI): WHY OUR GBN SHOULD BE INVOLVED.

Global Leadership and Benchmarking Associates, USA

The Social Progress Imperative (SPI): Why our GBN should be involved



What is the Social Progress Index or Social Progress Imperative (SPI)?

The Social Progress Index was created in 2013 by a team whose chief advisor is Professor Michael E. Porter of Harvard Business School, and is designed as a complement to GDP and other economic indicators to provide a more holistic understanding of countries' overall performance with specific emphasis on social and environmental outcomes. With an explicit focus on measuring a country's social progress outcomes only, the 2016 Social Progress Index scope includes 99% of the world's population in 133 countries.

The Social Progress Index (SPI) is a holistic approach to benchmarking countries' social performance, independent of economic measures. The SPI has been widely taken up on a global basis in evaluating national performance, and sub-national indices are proliferating at the regional and city level.

The SPI provides a robust global database that shows the relationship between economic development and social progress, along with exploring the implications for development thinking and how our world can best deliver on its "shared prosperity" goal "across our entire planet."

The specific elements of the SPI Performance Metrics Framework are broken down as follows:

Basic Human Needs	Foundations of Wellbeing	Opportunity
1. Nutrition and Basic Medical Care	5. Access to Basic Knowledge	9. Personal Rights
2. Water and Sanitation	6. Access to Information and Communications	10. Personal Freedom and Choice
3. Shelter	7. Health and Wellness	11. Tolerance and Inclusion
4. Personal Safety	8. Environmental Quality	12. Access to Advance Education

Table 1

And, each of the twelve components of the framework comprises between three and five specific outcome indicators. For a more in-depth analysis of the SPI 2016 results, please see these links below:

1. Wall Street Journal – June 30, 2016: <http://blogs.wsj.com/economics/2016/06/30/the-u-s-now-ranks-19th-in-social-progress-with-finland-and-canada-topping-the-list/>
2. TED Talk – SPI Executive Director: <https://www.youtube.com/watch?v=N8Votwxx8a0>
3. World Bank Presentation – Dr. Michael Porter, Harvard Business School, October 2015: <https://www.youtube.com/watch?v=MBuX3J7rObM>

MEMBER NEWS: THE SOCIAL PROGRESS IMPERATIVE (SPI): WHY OUR GBN SHOULD BE INVOLVED.

Global Leadership and Benchmarking Associates, USA

4. June 2015 – Harvard Business School, Growth and Prosperity Report: <http://www.hbs.edu/competitiveness/Documents/growth-and-shared-prosperity.pdf>
5. Media Analysis – The Guardian – The UK: <https://www.theguardian.com/sustainable-business/michael-porter-health-happiness-index>

And, more importantly, for me as a citizen of the world and a citizen of the United States, with the USA as a whole ranking only 19th overall in the recent 2016 SPI report (and only a small handful of other US regions/cities have as yet made a firm SPI commitment..), we as US citizens in general have an extensive challenge ahead and "miles to go before we sleep, miles to go before we sleep...." (Adapted from Robert Frost, 1951, "Stopping by Woods on a Snowy Evening").

What Does This Mean for Our Global Benchmarking Network – Why Become A Partner in this Initiative Today?

- ➔ Our Value-Added Formalized Benchmarking Service

Given our 20+ year GBN history, our Global Benchmarking Network is one of the leaders in structured, formalized global benchmarking on a truly international scale. We know what it involves, how to do it, and why, from both strategic and operational levels. The SPI organization as it currently exists is not aware on an in-depth basis how to systematically proceed with benchmarking best practices once these progress results are established for any given year.

This SPI global initiative also aligns very closely with our GBN Strategic Plan direction and the proposed multi-year activities described in our recent 2030 GBN Benchmarking Report. Initially, our GBN can offer a distinct and unique value added service to SPI and/or to the specific countries across the globe that will be seeking to establish their performance targets in each area as they go forward. Or, more specifically, we can develop a country-by-country or region-by-region GBN-wide benchmarking service offering for use by and with the SPI organization. We have a presence in 20+ countries and can leverage our strengths as a total organization.

- ➔ We Can Change the World – One Metric and One Country and One Region At a Time.

Our world faces serious and immediate challenges today as evidenced by recent events across the United States (law enforcement, crime, inequality, immigration, and beyond), Europe (Brexit), Asia and the Middle East (Syria, etc.) and elsewhere. We need to establish ways for our GBN to become more engaged in finding solutions to these entrenched global issues. This SPI partnership proposal is one way for us to do just that.

In addition, for my part in my region of the world (State of Minnesota), given our long and deep history in leading major government and business initiatives, I have recently started an effort to pursue such a region-wide SPI endeavor today, here, in September 2016. Only a handful of other regions across the US have "stepped up to the plate" for such an enlightening regional SPI journey. A similar introductory SPI pattern exists across Europe, with the EC countries leading an SPI effort for 2016-17 on a regional level.

MEMBER NEWS: THE SOCIAL PROGRESS IMPERATIVE (SPI): WHY OUR GBN SHOULD BE INVOLVED.

Global Leadership and Benchmarking Associates, USA

Accordingly, to be on the leading edge of SPI partner involvement, I am proposing there is no more urgent arena for our GBN that to leverage its strengths in global benchmarking. By becoming involved as a partner in this SPI endeavor we, in our own humble way, will be able to explicitly benefit mankind in selected dimensions of the Social Progress Imperative. Making change happen on a global scale by showing the SPI countries and regions what formal benchmarking is, how it is done systematically, and doing it in collaboration with them, is a leadership opportunity we should not miss.

Many of our GBN member organizations have proven strengths in performance measurement, process improvement, and targeted global benchmarking, in an overall context of performance excellence. That is what the world needs today – performance excellence. I am proposing we offer these GBN benchmarking strengths in an integrated, unified manner as a value added resource that will meaningfully and tangibly contribute to hopefully achieving the SPI global vision where:

"Social progress is the capacity of a society to meet the basic human needs of its citizens, establish the building blocks that allow citizens and communities to enhance and sustain the quality of their lives, and create the conditions for all individuals to reach their full potential.

What more can we ask? What higher GBN priority is there? Let us, as GBN members be an integral part of this noble endeavor. The world awaits our SPI commitment and involvement.

Contact

Dale F. Weeks

USA Global Leadership and Benchmarking Associates (GLBA)

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MEMBERS NEWS: AWARD-WINNING BENCHMARKING STRATEGY AT WHO CONFERENCE IN YALE

The Medical City, Philippines



**The Medical City,
Philippines Presents
Award-Winning**

**Benchmarking Strategy at WHO Conference in
Yale**

The Medical City (TMC) of the Philippines, first prize winner of the 4th Global Benchmarking Competition in Dubai last December 2015, presented a paper on its benchmarking advocacy during the 24th Health Promoting Hospital (HPH) Conference organized by the World Health Organization – Vienna, which was held at Yale University, USA last June 9, 2016, with the theme “Creating a Culture of Health through Innovation and Partnership.”

The paper, entitled “The Medical City Story: Creating a Culture of Health through Innovation and Partnership through Best Practice Benchmarking,” was presented by Ma. Teresa Bagaman, Network Quality Management Head of TMC Philippines.



Figure 1: Ma. Teresa Bagaman presenting the paper by The Medical City

TMC submitted its paper in December 2015, and after more than three months of reviewing several papers submitted worldwide, the Scientific Committee of WHO-Vienna accepted the TMC paper as one of 20 papers selected for Oral Presentation from 700 member-hospitals across 41 countries.

TMC was the only hospital representing the Philippines at the conference. Other Asian countries represented were Japan, Korea, and Taiwan. The rest were from Europe (including Italy, Norway, Sweden, UK, Austria, Spain, Switzerland and Ireland), Israel, USA and Australia.

Other organizers of the HPH conference were the WHO-HPH Collaborating Center based in Denmark, Yale-Griffin Prevention Research Center, and Planetree, a global organization for Patient Centered Hospitals.



Figure 2: HPH Summer School at Yale – Griffin Prevention Research Center with Physicians and Engineers from Japan, Italy, Australia and Finland

Some key insights which I wish to share from my six-day stay at Yale University (where I also attended the HPH Summer School on Quality Management at the Griffin Hospital) are taken from the message of Dr. David Katz, founding director of Yale University's Yale-Griffin Prevention Research Center and current president of the American College of Lifestyle Medicine.

On the challenge faced by hospitals to embrace the promotion of “healthcare” and not just disease care, Dr. Katz stated that:

“We all find ourselves in a dense gray fog; here is a challenge which we can address collectively: what we

MEMBERS NEWS: AWARD-WINNING BENCHMARKING STRATEGY AT WHO CONFERENCE IN YALE

The Medical City, Philippines

would all like to see is more health (not sickness). The question then becomes, how do we translate the current hospital business models so that hospitals can be involved in healthcare rather than just disease care?

There is a need for complete transformation – how hospitals can get paid by keeping people well through preventive medicine... We need to exit the dense fog and enter the yellow wood where there are choices to be made.”

Dr. Katz concluded that “I don’t presume to know what the best road into the future of healthcare is... what I can say for sure is that collectively if we find ourselves in that juncture of history and the place in the wood where the trail divides We have choices to make, miles to go and time will judge us all.”



Figure 3: Ma. Teresa U. Bagaman with Professor Hanne Tønnesen, Director of WHO Collaborating Center for Evidence-Based Health Promotion Hospitals (left) and Marc Brackett, Director of the Yale Center for Emotional Intelligence (right)

Contact

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MEMBERS NEWS:

9 PILLARS OF GLOBAL BEST PRACTICES FOR ACHIEVING PERFORMANCE RESULTS

Benchmarking Partnerships, Australia



9 Pillars of Global Best Practices for achieving Performance Results by Operationalising Business Excellence

Imagine a fully integrated Operational Framework and assessment process that not only reflects the actual operational performance and strategic opportunities for the business but fully engages all stakeholders. The methodology would encourage a relentless desire for improvement within a credible and well proven process across support structures to sustain real value building new business capability, innovation and capacity for significant growth.

Organisations will initially be attracted to the 70 plus global organisational improvement/excellence frameworks as their guiding light for their business path, and we too embrace the messages of the principles and concepts underpinned in these frameworks. However these organisational frameworks are often articulated and described in generic language distant to the mechanics of most organisations for inspiring the hearts and minds without a dashboard at the 'workplace' for the 'Operations' of the business. Whilst there are good success stories of adapting an organisational framework to the business with initial buy-in and traction, the lasting or sustainable engagement often dissipates and/or loses the intended embedded focus when the few champions driving the change leave the organisation, or when the organisation is confronted with major change using a prescriptive style of framework.

We are privileged to have worked over many years with diverse local and multi-national best practice organisations influenced from their credibility and track record to create and deploy sustainable lasting value from

tailored operational frameworks for the business, its employees, their customers, stakeholder and the wider communities.

A resounding message from our learnings is the desire and capacity for customising an integrated operational business improvement framework within the business that engages all employees and suppliers, is seen as 'part of the business', actionable by all, is a recognised catalyst for change and demonstrates known value for today. The framework is nimble for the business as well as flexible to adapt to growth and the changing needs of tomorrow.

A unique feature of the Operational Framework is to clarify and determine leadership roles to drive change and improvement as well as identify priorities for specific areas of focus like a 'customer centricity' sub framework and assessment tools. The Operational Framework actually deploys business excellence in a meaningful way so that results can be seen quickly.

The Operational Framework for building Business Capability is based on 9 Pillars of global best practices towards sustainable results and is shown below. The framework application is applied through the 'lens' of the business and is the compass as well as the dashboard for those managing and leading the business including those at the 'coal face' seeing their worth/contribution.

A best practice approach is diagnosing the needs and aspirations for any business first, as well as their 'readiness' for change then a number of snapshot tools like systems thinking, SWOT analysis, and an interview/instructional self-assessment will provide a focussed approach in the weighting of application and

MEMBERS NEWS:

9 PILLARS OF GLOBAL BEST PRACTICES FOR ACHIEVING PERFORMANCE RESULTS

Benchmarking Partnerships, Australia

the style of organisational engagement across this framework.

The 9 pillars are indeed foundational pillars to build sustainable success for any business, and all are systemic in nature where there are consequences for NOT considering each from the business view in the analysis.

Internal communications leadership is the 'glue' that empowers and connects each pillar to each other and to business excellence.

There is sensational potential with this best practice Operational Framework and its supporting best practice reports, templates and tools.

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Program	Brief Description	Outcomes
1. Having the Right KPI's	Determining and rationalising the right KPI's for your business at any level from a strategic framework with systems thinking and strategy mapping	<ul style="list-style-type: none"> Knowing the KPI's are the right mix and type for your business/project/ process / organisation / team Practical integration with performance management, recognition for buy-in
2. Process Innovation	A quick and effective innovative strategic process reengineering tool using lean and creative thinking to accelerate process improvement	<ul style="list-style-type: none"> In 4 days new and vastly improved process/s mapped & business case Waste is eliminated, value adding is optimized IP transfer to your organisation
3. Leadership of Business Excellence for Results	Comprehensive Leadership program orientated to optimise Results through leadership growth and capability for Your Business	<ul style="list-style-type: none"> Contemporary and futuristic Leadership 'know how' from our first hand global best practice experience Defined Leadership roles and competencies for your business Organisational and leadership performance management customised
4. Customer Centricity	Strategies, tools, processes and measures for engaging and aligning all staff to be focused on the customer.	<ul style="list-style-type: none"> Reset your customer compass - understand your customer's needs Strategic framework to align business and personal plans with a line of sight to the customer, & internal customer value chains Customer serving mindset with supporting tools to engage the business
5. Strategy to Action and Results	Practical strategic and integrated business planning program and project governance for your business with KPI's to optimise your results	<ul style="list-style-type: none"> One page strategic plan/s developed and cascaded for your business Strategic plan deployment & integrating business & personal plans & KPI's Performance measurement and management for results
6. Management System Framework & Assessment for Results	A customized organisational management system framework for your business based on advanced international frameworks & innovative assessment processes to know how your organisation is tracking.	<ul style="list-style-type: none"> Having your own customized management system framework for your business Knowing how to assess your business performance Key prioritized opportunities for improvement and strengths recognized How to make business excellence work for your sustainable results
7. How to do Benchmarking well	Benchmarking as a strategic and operational tool to accelerate improvement through knowledge exchange & innovation to deliver optimum value	<ul style="list-style-type: none"> Knowing why and what to benchmark and strategic alignment for your business Applying a best practice and well proven benchmarking process on a simulated project for your business, including selection of partners, measures, reporting, etc. Team and executive buy-in, business case project planning and ROI.
8. Lean Strategy	The principles of LEAN (eliminating waste across the customer value chain) applied through readily understandable building / construction examples to any industry or process.	<ul style="list-style-type: none"> Collaborative Planning, Eliminating 7 wastes, Visible KPI Measurement, Keeping things Tidy & in Order (5S), Plan to Protect, Work Observation Case studies of real projects with productivity improved 40%, costs reduced 40%, lead times down 50%. Defects reduced by 65% Familiarisation workshops, interactive training CDs. Ongoing support on the job Other relevant improvement tools & how to use them
9. People Engagement for Business Change & Improvement	How to effectively implement your strategies through engagement of people. How to achieve rapid, large and sustainable improvement in results	<ul style="list-style-type: none"> 4 Critical Success Factors from our Global Benchmarking Performance Management, Planning for Resourcing, Capability Development Communications, Recognition and Reward

Figure 4: Nine Pillars of Best Practices for Getting Results from Business Excellence

MEMBERS NEWS:

13 SUCCESSFUL BEST PRACTICE PROJECTS TO BOOST GOVERNMENT PERFORMANCE

Dubai Government Excellence Programme – Dubai We Learn



13 successful best-practice projects to boost government performance

It is one year since the Dubai Government Excellence Programme (DGEP) launched “Dubai We Learn” for government entities in Dubai. This ambitious programme consists of a range of knowledge sharing and organizational learning activities designed to fast-track organizational improvement and stimulate innovation. A key part of this initiative has been the mentoring of benchmarking projects by DGEP’s partner the Centre for Organizational Excellence Research, New Zealand.



The first wave of benchmarking projects came to an end on the 5 October 2016 when 13 project teams gave a presentation and submitted a benchmarking report to share their results.

The preliminary results have been remarkable. For example, Dubai Municipality’s project will save US\$500,000 per year; this is from a more efficient purchase requisition process. The Knowledge and Human Development Authority have made major changes to its work environment and practices to increase employee happiness. Dubai Statistics have gained international recognition for its improvement in its innovation capabilities and Dubai Police for its knowledge management system. The Dubai Corporation for Ambulance Services (DCAS) within one year were able to design and gain

full approval by the National Qualification Authority and Ministry of Education Authority for an Advanced Paramedic Training program. This training programme is the first in the Middle East and will enable DCAS to offer better health care services on the road and thus reduce mortality and morbidity rates.

The project deliverables and presentations were assessed by an expert panel.



The expert panel were Dr Robin Mann, Founder of TRADE, Centre for Organisational Excellence Research, New Zealand, Arndt Husar, Deputy Director, United Nations Development Programme (UNDP), Global Centre for Public Service Excellence, Singapore and Professor Dotun Adebajo, University of Greenwich, London.

Project teams used the TRADE Best Practice Benchmarking Methodology - a rigorous step by step approach that involves searching for and implementing leading edge practices. Some project teams travelled internationally to find best practices whilst others learnt from other government entities and the private sector in Dubai. The TRADE methodology is shown below and a video, provided by Dubai Municipality, highlighting its benefits can be watched at https://www.youtube.com/watch?v=yCXh72KP_Co

The evaluation was based on the [TRADE Benchmarking Certification Scheme](#); the evaluation results were as follows:

MEMBERS NEWS:

13 SUCCESSFUL BEST PRACTICE PROJECTS TO BOOST GOVERNMENT PERFORMANCE

Dubai Government Excellence Programme – Dubai We Learn

7 Stars ★★★★★★ (TRADE Benchmarking Proficiency Certificate with Commendation)

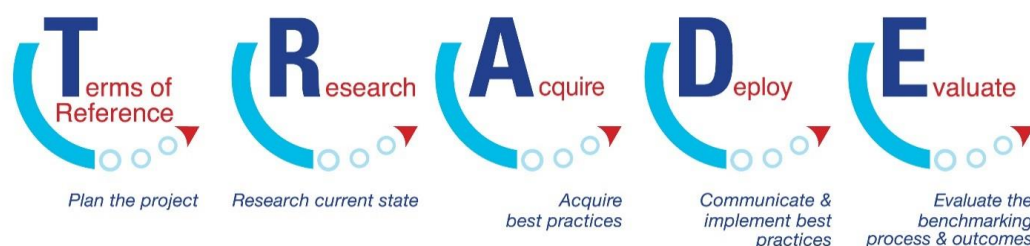
Government Entity	Project title
Dubai Municipality	Improving Purchase Procedures and Channels
Dubai Statistics Center	Innovative Statistics
Knowledge & Human Development Authority	People Happiness

5 to 6 Stars ★★★★★ (TRADE Benchmarking Proficiency Certificate with Commendation)

Government Entity	Project title
Dubai Corporation for Ambulance Services	Development of Emirati Paramedic's Leaders
Dubai Electricity & Water Authority	Shams Dubai Initiative - Increasing Customer Awareness and Engagement

3 to 4 Stars ★★★ (TRADE Benchmarking Proficiency Certificate)

Government Entity	Project title
Dubai Courts	Personal Status Smart Certifications Services
Dubai Culture	Developing National Human Resources for Museums
Dubai Land Department	Towards Happy Employees
Dubai Police	Integrated Knowledge Management
General Directorate of Residency & Foreigners Affairs Dubai	Developing a World-Class Customer Service Design Process
Mohamed Bin Rashid Housing Establishment	Improving Customer Experience
Public Prosecution	Judicial Knowledge Management
Road and Transport Authority	RTA's Knowledge Repository Gateway



Due to the success of this initiative a 2nd wave of benchmarking projects will start in early January 2017. Further information on the successful projects will be shared in a later GBN Newsletter.

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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 a broad scope and a dramatic impact. They are considered to be powerful factors which shape future markets. There are three characteristics in which megatrends differ from other trends

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

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

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

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

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



Word cloud of Megatrends in analyzed reports¹

The mostly mentioned megatrends are

- Globalisation
- Demography
- Environment
- Health
- Technology

Please find below the fifth part of the series on the Megatrend “Technology”.

¹ Fraunhofer Society (2010), Ernst and Young (2009), Credit Suisse (2009), Horx (Future Institute) (2009), Z_Punkt Foresight (2009), Roland Berger (2009), Allianz Dresdner Economic Research (2008), Gundlach Consulting (2008), Steria Mummert (2007)

GBN SERIES: TECHNOLOGY (PART 5)

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

(Technological) innovation is mainly seen as a sub trend of sustainability. The convergence of technologies and research fields is becoming more important, such as the „NBIC“-discipline (nano- und biotechnology, information technology & cognitive sciences). Particularly profound changes are expected in the fields of robotics, genetics and nanotechnology.

1. Miniaturising of technologies / nanotechnology

The further development of micro-electronic systems leads to continuously smaller, more complex and intelligent units, that can be placed in different everyday objects. Micro-electronic systems also serve as an interface to other technical areas. They are especially important for the use of nanotechnologies. The fields of application are numerous and go from automobile construction to medicine.

2. Biotechnology and genetic engineering

Because of climate change, the increasing world population and especially in developing countries, more affordable and healthier food is needed. The ambition of biotechnological innovations is to cultivate desired genetic characteristics as a high nutritional value and new and more resistant plants. More advantages are an increase in production and less use of pesticides and herbicides.

In the medical sphere, genetic engineering has led to new diagnostic possibilities and pharmaceutical substances. Great hope is placed in cell and tissue engineering outside the human body. For a sustainable production, industrial biotechnological methods (white biotechnology) are essential such as biocatalysts, environmentally friendly chemicals or biopolymers as substitutes for plastic.

3. Robotics

Robot technologies are mainly used for monotonous or dangerous activities. Typical fields are monitoring, for example of health and safety conditions, clean-up work and support for sick people to cope with everyday tasks.

Medical research aims to connect robots with the human nervous system in order to develop new wheel-chairs and prostheses. In the micro dimension, robot bacteria can be injected in the human bloodstream to take over cleaning duties, the removal of harmful cells, or exact placement of medication.

The newest robot generation is supposed to learn through imitation or verbal request instead of being programmed. The biggest challenge remains in the imitation of human intelligence.

4. Other important fields of technological innovation:

- Bionics
- Cloud computing
- Individualisation leads to mass customisation
- Ambient intelligence
- Green technologies

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