



GBN Newsletter

ISSUE No. 24
December 2017



PHILIPPINE
SOCIETY FOR
QUALITY



INTERNATIONAL QUALITY CONFERENCE 2017

RECAP MANILA 2017

11TH INTERNATIONAL BENCHMARKING CONFERENCE
25TH ANNUAL GENERAL MEETING

HIGH-PERFORMANCE BENCHMARKING
OF MANUFACTURING PROCESSES
WITH OBJECT-BASED MODELING

BUILDING SERVICE EXCELLENCE IN GOVERNMENT
OUR PROPOSED SOLUTION

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Dear GBN Members

It is our pleasure to present you the 24th issue of the GBNNewsletter.

The 11th International Benchmarking Conference of the GBN and the 23rd Asia Pacific Quality Conference were a great success!

The **12th International Benchmarking Conference** of the GBN will be held on the **10-12 December 2018 in Abu Dhabi**, United Arab Emirates. Both events will again provide an excellent opportunity to share benchmarking knowledge and best practices. Please add these dates to your diaries!

An extensive report on the **GBN's Annual General Meeting** provides an impression on the new GBN member structure and how it will be further implemented in the future.

Prof. Dr. Holger Kohl shares his latest insights into the **High-performance benchmarking of manufacturing processes with object-based Modelling** while Dale Weeks reports on **Building Service Excellence in Government**.

Enjoy reading and happy benchmarking!



Jan-Patrick Cap
GBN Secretary



Dr. Robin Mann
GBN Chairman

12th International Benchmarking Conference 2018

12th International Benchmarking Conference (IBCON) in collaboration with
24th Asia Pacific Quality Conference and
6th International Best Practice Award

GBN 12th International Benchmarking Conference (IBCON)

The Global Benchmarking Network (GBN) is pleased to announce our **12th International Benchmarking Conference (IBCON)** held on the **10 – 12 December 2018** in Abu Dhabi, United Arab Emirates.

This IBCON will be held in collaboration with the [Asia Pacific Quality Organization](#) and will be combined with the [International Best Practice Competition](#).

This event targets 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.

Our major performance excellence highlights for this event:

- Learn how to leverage the Global Megatrends for your business success up to 2050.
- 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.
- Improved business outcomes from many countries as part of the annual international



GBN Benchmarking Awards and International Best Practice Competition.

- 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.

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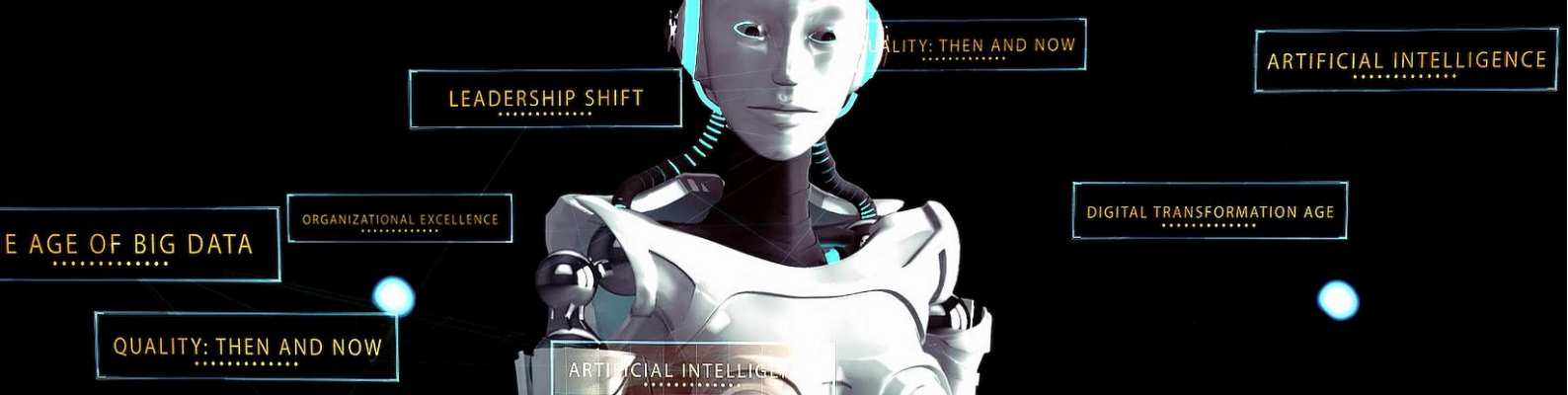
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Review Manila 2017

11th International Benchmarking Conference (IBCON) including
25th Annual General Meeting

11th International Benchmarking Conference

We would like to invite you to watch the [Teaser](#) of the International Quality Conference on our Channel

The 11th International Benchmarking Conference was held in Manila, Philippines, in collaboration with the two strongest benchmarking organizations in Asia, the Asia Pacific Quality Organization, and the Philippine Society for Quality. For the Asia Pacific Quality Conference, this year's topic "Quality transformation in the digital world" brought together experts on the future of quality and topics such as big data, artificial intelligence, leadership shift, and organizational excellence in the digital transformation age. The GBN contributed on topics like global benchmarking, best practices, leading culture, and manufacturing in the digital world.

The International Benchmarking Conference 2017

The conference took place at the five-star Okada Manila Resorts World and was hosted by our member The Philippine Society for Quality.

The event targeted senior leaders in both the private and public sectors, with a distinct and unique focus on quality and transformation in the digital world, as well as how to sustain performance excellence through benchmarking and best practices, featuring highly renowned guests from all over the world.

The conference started with an opening discussion on the "Birth and Evolution of Quality". After a short introduction to the GBN by GBN secretary and board member Jan-Patrick Cap, GBN member and benchmarking expert Prof. Dr. Holger Kohl (Head of Corporate Management Division at Fraunhofer IPK) then opened the IBCON 2017, followed by Dale F. Weeks (President and CEO of Global Leadership and Benchmarking Associates - GLBA) and Mark Modena (Director at Winning Moves Ltd).



F.I.t.r. Dale F. Weeks, Mark Modena, Prof. Dr. Holger Kohl, Jan-Patrick Cap

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Future Manufacturing in a Digital World

Prof. Dr. Kohl drew on the increasing complexity of production and product varieties leading to new value chains. From manual manufacturing in the 1850's, to mass production in the 1950's, we are on our way now to customer individual mass manufacturing. Moreover, to general globalization, regionalization and personalization. The digitally integrated, intelligent production will penetrate the whole production chain.



Prof. Dr. Kohl on "Future Manufacturing in a Digital World"

Digital Transformation Industrie 4.0 – Definition

The basic idea and approach of Industrie 4.0 includes the implementation and use of the internet of people, things, services and processes in industry and in manufacturing companies. As well as ubiquitous, surrounding networking, assistance and intelligence of people, machines, objects, IT-systems.

In terms of approach, Kohl mentions the following steps:

- Horizontal integration in value added networks,
- Vertical integration of production and IT-systems,
- Digital consistency in engineering,
- Decentralization of intelligence and functions,
- Sociotechnical system design.

Initial core technologies, such as the Internet of Things and Services, Tracking & Tracing, Smart

Mobile Devices and Embedded μ Systems and the new enabling technologies, as Social Media, Cloud Computing, Big Data and Wireless and NFC are driving the digital transformation.

In the past, the product identification worked via readable information devices and the identification of products and tools.

Today, the product has a memory on its own, reading and writing information in an e.g. RFID-Transponder, serving the traceability, and documentation of production. For the future, Dr. Kohl describes a vision of product and production intelligence with computation at product side. Products will have all the information for the production, e.g. assembling, inside themselves. The objects will be communicating, cooperating and deciding – what to do next, while localizing themselves and requesting further processing

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from other machines, communicating with distributed intelligence, allowing for adaption to changes in the production environment.

The potential for quantitative benefits by Industry 4.0 lie in the reduction of production resources, as well as of work-in-progress, with an increase of capacity utilization – all by 20 – 30 percent.

Leading and Managing Government Today

Which is The Most Vital - Being on the Cutting Edge of Our Digital World or Active Citizen Engagement and Service Excellence?

The strategic question for this conversation is, What is your major priority in managing government (or a business)? Does leading edge technology come first (e.g. Smart Cities, Smart Regions, Smart Nations, Smart Businesses) from an inside-out, technology push perspective OR does an outside-in, citizen service excellence direction take top priority, where evidence based citizen needs are the driving force for change? This discussion will highlight proven global

government leadership and management success stories across the broad technology digital transformation arena.

Searching Our Planet for Excellence

In search for excellence, Dale Weeks identifies three major focus areas:

1. What is our global business service excellence problem - Now and for the next 50 – 100 years?
2. What is the proper role of our “Digital World” toward continuously improving government service?
3. What is the proper role of a service excellence framework toward continuously improving government service?

He points out a lack of service excellence at all governmental levels. Even worldwide, the Outcomes and Impacts for social progress are not measured. According to The Washington Post, the United States has become a ‘second tier’ country and is ‘flat lining’ in comparison to countries like Canada and Germany.



Dale F. Weeks on “Leading and Managing Government Today”

*“If you can’t measure it,
you can’t manage it”*

— Peter Drucker

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"What will be the strategic solution?", Weeks asked. - The broad digital world trend in Silicon Valley and beyond – Smart Cities, Smart Regions, Smart Nations, Smart Businesses? Moreover, will this sustain the necessary outcomes for the next 25-50 years? - According to the Harvard Business Review, most large IT initiatives fail (70%) in both public, and private sectors.

As best practices, Weeks identifies a sense of urgency and the need of winning support, silence naysayers, achieve buy-in and build sustainable success stories, but asks: "Do we know how to do this for an entire city, region, state and nation as a whole?"

*70% of large IT
initiatives fail!*

Weeks proposes the strategic solution of a Citizen-Centred Government. Listening to citizens, their needs and their priorities for government action, closing the gap through meeting citizens through integrated government policy and integrated service and regulation delivery, in order to improve government performance in the eyes of citizens.

*Towards efficient, client-centric
Government Programs and Services*

Through collaboration and new management tools, government services, productivity and the public trust can be measurably improved.

How Benchmarking Drives High Productivity in the Digital Age



Mark Modena on "Benchmarking as Productivity booster in the Digital Age"

Mark Modena introduced benchmarking as a productivity booster in the digital age. He suggested the start for each company aiming for higher profitability is to:

- Sell more.
- Spend Less.
- Do it with less employees.

*Productivity is
important, right?*

But he also sees the risk in getting it wrong, which would lead to unprofitable sales, poor quality and reliability, disaffected and unengaged staff.

The execution would be ineffective. If the strategy were not working as expected, the operating costs would align with the sales revenue – which would lead to unproductivity. When on the exact opposite, sales revenue should rise dramatically, while leaving the operating costs on a steady level.

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So how is benchmarking helping business leaders to "get it right"?

The Key Performance Indicator can be looked at from different perspectives – financial, customer, process and the learning and growth perspective. Which KPIs are the most important? According to Mark Modena, that simply depends on the vision and aspirations of every business, followed by a simple analysis of Cause and Effect.

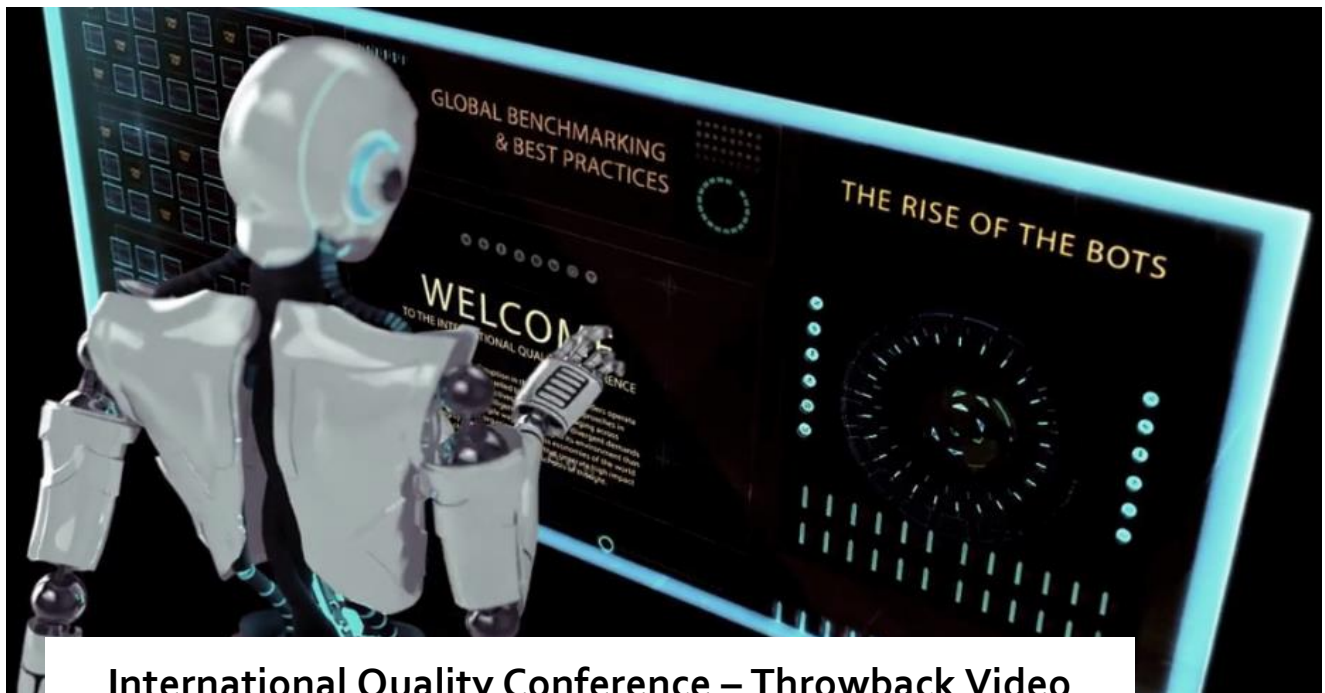
How proficient is the business in what it does?
– What does this mean in terms of performance? Mark suggested that the cause is measurable, but not directly manageable; however, the effect is.

You can only
effectively manage
what you measure

The strategic triangle, implicating a top down influence and a bottom up impact, then leads from the Vision, to Goals, to Strategic Plans, to Actions. Strictly asking – Where? What? How? Who & When?

International Quality Conference – Throwback

We would like to invite you to watch the [Throwback](#) Video on our Channel.



International Quality Conference – Throwback Video

Minutes of the Annual General Meeting

GBN Secretary

Minutes of Our Go To Membership Meeting

Encouraging everybody to give feedback to improve the GBN Meeting in the future, the objectives of this meeting are to get to know, and learn from each other as well as developing the Body of Knowledge in Benchmarking.

1. Overview of recent GBN activities

On the Website, the changes made to the structure of the board can be found at GBNWebsite/boardofmembers.

A new membership structure was introduced to enhance financial viability of the GBN and to execute funded projects in the future. At the same time, the demand for a more regularly held information-sharing session was voiced, to provide more value to the members.

The GBN AGM and IBCON were a great success.

2. Knowledge sharing

The attendant members gave a short overview of their organization and benchmarking activities, benchmark gifts and presentations are available at the Members Area on the GBN website.

Mark Modena, Winning Moves recently developed a tourism-benchmarking tool, which will support businesses in the Midlands. Apparently, there is a trend for themed benchmarking tools, which is related to this (e.g. in tourism and construction). Therefore, they are developing a growth diagnostic and productivity benchmarking tool, to develop benchmarking as a service, especially around CRM.

As for the topics regarding the AGM, the recruitment of new members and the GBN

value proposition, Mark is wondering, what the board should concentrate on?

As a benchmarking gift, Mark is offering one more year of free membership for the GBN Sustainability Tool.

Holger Kohl, Fraunhofer IPK is engaged in the Fraunhofer financial benchmarking where companies all over Europe will be benchmarked through publically available data.

The Benchmarking Center at IPK is now guided by Mila Galeitzke who will further develop the IZB; you are free to get in touch with him.

Further, Holger added, that participation for the GBN Sustainability tool has been low. Maybe it can be included in the new marketing strategy to further support and highlight the tool and its benefits of use.

He also suggested this as a topic of interest for the AGM: How to make sure the sustainability tool will generate revenue for the GBN?

His benchmarking gift is: "High performance benchmarking of manufacturing processes with object based modeling" in the Benchmarking International Journal.

Dale F. Weeks, GLBA is working on more engagement of service excellence in the government. He is trying to bring the global perspective of service excellence in government to the US.

Further, he is working with Dawn Ringrose (Organisational Excellence Specialists) on the "first global assessment on the current state of organizational excellence".

Minutes of the Annual General Meeting

GBN Secretary

as a topic of interest for the AGM he is suggesting:

- What can I do to promote the new membership model?
- How can we get members involved with the global assessment research project?

3. Overview of recent GBN Activity

GBN Secretary

Membership Structure

The GBN Membership structure includes 28 members from 21 countries including facilitators, research institutes/universities, national quality associations, and government bodies.

Activities

Besides basic tasks such as membership administration processes, the Secretariat updates the GBN website and administers the social media channels. Any news and activities are outlined in the newsletters and distributed via e-mail.

Planned activities for the next year of 2018 include reviewing of membership base and summarizing feedback and assisting with implementation of the marketing strategy to attract new members.

GBN – VISION, MISSION, VALUES

GBN VISION



What do we want to become, look like in the future?

For the GBN to be recognised as *the* Global hub for benchmarking with active representation in all countries.

GBN MISSION



Who are we, what do we do, for whom and why?

The GBN is a global network of organisations and experts focussed on promoting and facilitating the use of benchmarking and sharing of best practices by helping each other, and working together.

GBN VALUES

HELPING EACH OTHER



as evidenced by a willingness to share and assist other members with their requests

WORKING TOGETHER



as evidenced by participation in team or group activities and projects as appropriate and attendance at the annual meeting

PROFESSIONALISM



as evidenced by handling all relations between GBN members and GBN member clients in a respectful and professional manner.

EXCELLENCE



as evidenced by developing expertise in benchmarking, leading or managing benchmarking initiatives and, promoting the role of benchmarking in performance improvement

ETHICAL BEHAVIOR



as evidenced by following the Benchmarking Code of Conduct and respect for confidentiality

Minutes of the Annual General Meeting

GBN Secretary



FOUR BENCHMARKING PILLARS

AWARENESS

Honour the value of benchmarking and celebrate the global participation

UNDERSTANDING

Create the premier body of knowledge in benchmarking (its understanding and application)

SHARING

Share experiences, learn from each other, and assist in sharing of best practices globally

CELEBRATING

Celebrate the contribution of GBN members and organizations that add new knowledge to the field of best practice sharing and benchmarking

GBN MEMBERSHIP MODELS

COUNTRY MEMBERSHIP



A country member is a provider of benchmarking services. By becoming a GBN member he (she) earns the right to represent the GBN in his respective country

CORPORATE MEMBERSHIP



Corporate members execute benchmarking in their enterprise

INDIVIDUAL MEMBERSHIP



Individuals that work in the context of benchmarking.

HONORARY MEMBERSHIP



Former GBN Chairmen and Board Members and other distinguished individuals that contributed to the progress and promotion of benchmarking.

STUDENT MEMBERSHIP



Students are given free membership to the GBN if they participate in research that will support the GBN's vision and mission.

4. Report – Director Marketing and Growth

Mark Modena, Winning Moves

Mark laid out a proposal, which was distributed before the AGM, aimed at increasing membership

Details can be reviewed in the minutes and are discussed below.

5. Review of Membership Base

The GBN secretariat is responsible to get a consistent feedback and follow-up on the process of:

- Creating a marketing and sales flyer for our GBN target groups,
- Encouraging GBN Board members and any other GBN member who is interested, in proposing at least one potential GBN country member,
- Ensuring each membership referral is recognized by a reimbursement of 500€ after the payment of the first membership fee.

6. Review Global Benchmarking Award

The role of the GBN and the process of organization and reimbursement, as well as the role of applicants shall be more analysed and discussed further and more direct, to enable the secretariat to engage in more effective membership recruitment.

Minutes of the Annual General Meeting

GBN Secretary

7. IBCON and AGM 2018

The GBN board is reviewing the possibility for next year's APQO'S IQC and GBN's IBCON be held together in Abu Dhabi. The GBN Conference next year shall support the sustainability of the GBN.

At the AGM, it was acknowledged that the secretariat helped organize the 2017 conference in Manila and did not charge for it.

8. Election of Board Officers

The board members were elected on the AGM 2017 in Manila for the term 2018. The next election of officers for the term 2019 will take place on the next AGM. The table below shows the voted composition of the board.

| OFFICER / ROLE | NAME |
|--|---------------------------|
| Chairman | Robin Mann (New Zealand) |
| Secretary | Jan-Patrick Cap (Germany) |
| Director Business Development | Dawn Ringrose (Canada) |
| Director Marketing and Growth | Mark Modena (UK) |
| Director Membership Engagement and Retention | Suresh Lulla (India) |
| Director Corporate Members | Terry Pilcher (UK) |
| Observer | Dale Weeks (USA) |
| Observer | Holger Kohl (Germany) |

Dale Weeks shows a deep interest to become a board member in the future. This function shall be discussed further on the next AGM.

The AGM agrees that tasks and responsibilities of the board members have to be more clear and measurable. Therefore, the Board Members shall create specific measurable activities for each of their respective positions.

9. GBN Board Call

The secretariat invited the GBN Board members who are not on-site to participate in a conference call. Robin Mann and Terry Pilcher participated in the call and support the planned activities mentioned above. Other Board members provided reports under separate cover

Attendees:

- **Dr. Holger Kohl** (Fraunhofer IPK, Germany),
- **Jan-Patrick Cap** (Fraunhofer IPK, Germany),
- **Mark Modena** (Winning Moves, UK),
- **Dale Weeks** (Global Leadership and Benchmarking Associates, USA),
- **Teresa Bagaman** (The Medical City, PHL).

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Member News: High-performance Benchmarking of Manufacturing Processes with object-based Modeling

Fraunhofer IPK, Germany

High Performance Benchmarking of Manufacturing Processes with object-based Modeling

Helping decision makers to configure their benchmarking studies tailored to their strategic entrepreneurial questions and to guide them to achieve a higher benchmarking performance level.

Companies are continuously striving for higher performance to secure their competitive advantage. This can often be enforced by looking beyond their own perimeters. But complex and strategic questions require tools to support corporate decision processes in their early stages.

The developed tool does operationalize value-added manufacturing processes for benchmarking evaluations. The method can then be applied for benchmarking evaluations of value-added processes in the manufacturing industry.

High-performance benchmarking

The performance level of benchmarking is defined by the degree of independence from industry sectors, products, locations and even processes. Consequently, high-performance benchmarking leads us to identify superior production processes and to studying their underlying success factors.

The potential of process benchmarking has been enhanced and operationalized as a tool.

For identifying superior processes in the manufacturing environment, they first have to be made comparable. Key requirement is operationalization through standardization which is realized by means of standardized process elements.

The Framework

Focused on the manufacturing process, a framework for applying high-performance benchmarking has been developed, which will support decision makers in terms of production footprint and site location studies.

The framework enables the user to increase its benchmarking performance level. In the model, the performance level of benchmarking is defined by the degree of independence from industry sectors, products, locations and even processes. Consequently, high-performance benchmarking leads to identify superior production processes and to study their underlying success factors.

Therefore, a full-scale generic structure of objects was build, which can be selectively used to model various value-added processes that are going to be benchmarked.

The higher the degree of independence in terms of locations, industry sectors, and products, the more powerful thus a higher performance of benchmarking is achieved

Object-based modeling

Therefore, an object-oriented database structure has been developed for the business areas such as product development, manufacturing and assembly. Showing that an

Member News: High-performance Benchmarking of Manufacturing Processes with object-based Modeling

Fraunhofer IPK, Germany

object class-oriented modelling approach can be applied to manufacturing processes.

The modular analysis kit of different benchmarking databases for business areas such as manufacturing, assembly, and product development controls complexity and ensures scalability. Particularly, this tool can be used for location and factory footprint analysis, contributing to the set of instruments for benchmarking processes.

A web-based collaboration platform would accelerate the database growth. Hence, the benchmarking methodology should generally be tested in the light of new technological, internet-based developments. Data collection and data analysis represent development opportunities for benchmarking engineering.

This article can be accessed as a full version in the Knowledge Sharing Corner of the [Member Area](#) on the GBN Website.

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Member News: Building Service Excellence In Government

Global Best Practice Partnerships

Global Leadership and Benchmarking Associates, Dale F. Weeks

Building Service Excellence in Government.

B. Our Proposed Solution –

(Part II – continued from our July 2017 Edition)

Building A Sustainable Continuous Improvement Service Excellence Performance Framework for All Levels of Government for 25 – 50 Years.

What can and should we do today to “ignite that spark and fire” of inspiration to get us moving toward a more expanded level of performance excellence in the management of our government enterprises in the United States. Our proposed solution is described below.

1. Create Our United States Vision for Our Entire Nation– Build It and They Will Come.

First and foremost, we need a compelling, riveting, and “Big Hairy Audacious Goal” stretch vision for our nation. As part of the vision building process, we will be looking to develop and finalize our vision by comparing our evolving visioning views to those of the “top 10 or top 20” countries on earth.

We would like to encourage the involvement of all best practice countries “anywhere on our planet” such as Switzerland, Singapore, Finland, Sweden, Canada, Netherlands, Germany, the UK, Hong Kong, Japan, Denmark, Austria, France, Belgium, China, India, South Korea, and Norway, and many others that are considered global leaders. Our GBN can and should help in identifying these proven best practices as we proceed.

2. Create and Continually Improve our Outcomes / Impact Focus over the Next 25 – 50 Years.

As Bill Gates stated in his 2013 Annual Gates Foundation Letter:

“From the fight against polio to fixing education, what's missing is often good measurement and a commitment to follow the data. We can do better. We have the tools at hand. But in the past year I have been struck again and again by how important measurement is to improving the human condition. You can achieve amazing progress if you set a clear goal and find a measure that will drive progress toward that goal-in a feedback loop.... This may seem pretty basic, but it is amazing to me how often it is not done and how hard it is to get right.”

Our one clear, ambitious goal (Big Hairy Audacious Goal – a BHAG) in this endeavor is to build a government leadership and management framework and institution directly and immediately focused on the achievement of our citizen based societal outcomes over the next 25 to 50 years.

What this means now is - We need to create a renewed commitment, purpose, and focus on measuring the impact of all of our government improvement actions on the exact OUTCOMES expected by our society. This translates into continuously finding responses to the following 4 essential strategic questions for our country:

Member News: Building Service Excellence In Government

Global Best Practice Partnerships

Global Leadership and Benchmarking Associates, Dale F. Weeks

- What national Outcomes are we seeking, across all major categories of our society?
- Who are the customers we are serving (both individuals and organizations)?
- How well are we performing in achieving our national outcomes in meeting and exceeding our customers' expectations?
- What plans do we have to get better and continually improve over the next 25 to 50 years?

All accountability then relates back to measuring our progress related to these 4 questions. That is the value proposition we offer in this proposal. It is my judgment, that no other entity today is doing exactly this in a focused, structured way for our entire nation. We are committed to delivering on this value proposition as part of this proposal and the organization we will build to make it happen.

1. Our Call to Action: Join Our Global Community of Practice on Best Practices in the Leadership and Management of Government.

- Strategic Institution Selection. We will select and engage the involvement of 10-20 or more governmental agencies in the US, to share best practices. Our scope seeks to include the involvement of most likely 10+ countries and a similar number of agencies "anywhere on our planet".
- Public Leadership Benchmarking Workshop – the planning and initial stage of the selection process will be a kick-off workshop. At these workshops, leaders and their small senior leadership teams from

each invited countries and their organizations will learn how to conduct formal benchmarking well so that that we address all, immediate, important, and urgent needs for improvement from a national level.

- Create Formal Benchmarking Partnership Agreements. Build our formal benchmarking partnership agreements with each country and each selected agency/government organization, to include senior leaders from each participating nation/organization. That would mean the total number of senior leaders participants would approximate 75-100 active participating members.

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

- **Our Value-Added Formalized Benchmarking Service**

For over 20 years, our Global Benchmarking Network (GBN) is one of the leaders in structured, formalized global benchmarking on a truly international scale. We know good benchmarking, how to do it, and why, from both strategic and operational levels.

This USA based management of government global initiative proposed above 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, GBN can offer a distinct and unique value added service to our peers and colleagues in government in the US and/or to the specific countries across the globe

Member News: Building Service Excellence In Government

Global Best Practice Partnerships

Global Leadership and Benchmarking Associates, Dale F. Weeks

that will be seeking to strengthen the management of their government on a holistic, systematic basis as they go forward. Or, more specifically, we can develop a county-by-country or region-by-region GBN-wide benchmarking service offering for use in supporting the management of government from a worldwide perspective.

GBN has members in 20+ countries and can leverage our strengths as a total organization.

- We Can Change the World – One National Government/ One Country At a Time.

As discussed at the beginning of this article, our governments in the United States and across the world face serious and immediate challenges today, as driven by recent events in the United States (law enforcement, crime, inequality, immigration), Europe (Brexit), Asia and the Middle East (Syria, etc.) and elsewhere. We need to establish ways for GBN to become more engaged in finding solutions to these entrenched global issues by offering solutions to improve the management of government overall. This US based partnership proposal is one way for us to do just that.

Accordingly, to be on the leading edge of government improvement on a global scale, I propose this one major arena for our GBN to expand and leverage its strengths in world-class benchmarking. Many of our GBN member organizations have proven brands and reputations in performance measurement, process improvement, and targeted global benchmarking, in the strategic context of government performance excellence. That is what the world needs today – performance excellence in government.

What higher GBN priority is there? Let us, as GBN members, be an integral part of this noble

endeavor. The world awaits our commitment and involvement.

Come and Join us in the United States and beyond! We look forward to your active participation and involvement. Please call or write me at your earliest convenience to become an integral part of this evolving endeavor.

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