

GBN Newsletter

ISSUE No. 25
June 2018



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12TH INTERNATIONAL BENCHMARKING CONFERENCE

As part of the global organizational excellence congress and in collaboration with the Asia Pacific Quality Organization

4TH INTERIM REPORT - FIRST GLOBAL ASSESSMENT ON THE CURRENT STATE OF ORGANIZATIONAL EXCELLENCE

Highest rated principles were focused on the customer and leadership involvement, lowest were data based decision

2ND CYCLE DUBAI WE LEARN

Knowledge sharing and organisational learning to fast-track organisational improvement and stimulate innovation

WHAT BENCHMARKING PROJECTS ARE GBN MEMBERS WORKING ON?

Get to know our members and maybe find a benchmarking partner to work with on your next project

MEASURING PERFORMANCE EXCELLENCE SUCCESS OF OUR GLOBAL ENTREPRENEUR ECOSYSTEMS

Building service excellence in government global best practice

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Dear GBN Members

It is our pleasure to present you the 25th issue of the GBNNewsletter.

The **12th International Benchmarking Conference** of the GBN will take place in Abu Dhabi, UAE; as part of the Global Organizational Excellence Congress and in collaboration with the 24th Asia Pacific Quality Conference. It will include the **6th Global Benchmarking Awards** among partner competitions in the fields of Performance and Innovation. This unique gathering 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. This special event provides an excellent opportunity to share benchmarking knowledge and best practices. Please make sure to add this event to your calendars!

The report on the **GBN Member's GoToMeeting Call** provides an impression on the new GBN member structure. 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.

The **GBN Member News** show you in detail recent contributions from our members globally. The **GBN Member Insights** give an overview on current benchmarking projects that are taking place globally.

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
6th Global Benchmarking Award

12th International Benchmarking Conference

The Global Benchmarking Network is pleased to announce the 12th International Benchmarking Conference that will take place in December 2018. This collaborative event brings together a variety of partners that will share knowledge, create understanding and celebrate results:

- Abu Dhabi Chamber of Commerce & Industry and the Global Organizational Excellence Congress (ADCCI)
- Asia Pacific Quality Organization (APQO) and 24th APQO Conference
- Sheikh Khalifa Excellence Awards Best Practice Conference
- Abu Dhabi Centre for Organizational Excellence (ADICOE)
- Centre for Organizational Excellence Research and the International Best Practice Competition (COER)

The GBN will contribute presentations on global benchmarking and best practices to the conference. 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 Global Megatrends for your business success up to 2050
- from GBN Experts located in New Zealand, Germany, India, United Kingdom, Canada, United States.
- how Benchmarking will improve business results, encourage innovation, and support longer-term sustainability
- from Award Finalists that will take part in the International Benchmarking Awards and International Best Practice Competition
- discuss Best Practice with delegates representing businesses based locally

Discovering Abu Dhabi

The IBCON offers the opportunity to experience Abu Dhabi, the capital of the United Arab Emirates, as well. Abu Dhabi offers a unique mix of innovation, cultural heritage and the extensiveness of the desert. It is a city of 1000s of years of unique Arabian culture and traditions combined with modern vibrant city life.

The conference venue is at the five-star, Emirates Palace, in Abu Dhabi, which combines award-winning hospitality, high-class culinary cuisine and authentic local experience. It is located in the heart of Abu Dhabi overlooking a natural bay. For more information, visit the [Kempinski Website](#)

Why Abu Dhabi in 2018?

The GBN Secretary is pleased to introduce the Abu Dhabi Chamber of Commerce & Industry (ADCCI) as the host and sponsor of the Global

12th International Benchmarking Conference 2018

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

Organizational Excellence Congress. The ADCCI views the congress as an opportunity to bring local and international businesses together to share leading-edge business practices. The congress will help to further develop Abu Dhabi businesses and showcase the Emirate's best businesses around the world. Through its business support services, ADCCI actively contributes towards the commercial and trade activities in Abu Dhabi and works towards increasing business competitiveness to realize sustainable development in the Emirates. The IBCON 2018 offers the opportunity to learn from global best practices, as well as from international benchmarking projects.

Enter a Competition

The Congress brings together:

- The 24th APQO International Conference
- ACE Team Awards Competition 2018
- 18th Global Performance Excellence Award
- The 12th International Benchmarking Conference
- 6th Global Benchmarking Awards
- The 6th International Best Practice Competition
- 2nd Organization-wide Innovation Award
- Sheikh Khalifa Excellence Award's Best Practice Sharing Conference

With a theme of *"The road towards excellence in organizational performance & nation building"*, the Congress will explore what is excellence in today's fast paced and ever changing business world and how organizations and nations can move towards, achieve and sustain excellence.

For more information on how to enter the competitions, please check the Global Organizational Excellence Congress [Website](#).

Travel Information

Abu Dhabi offers an international airport, which is reached within 40 minutes from the conference venue at the Emirates Palace.

In addition, we encourage you to participate in the 6th Global Benchmarking Award. Further information can be found at: www.globalbenchmarkingaward.com

For further information on the 24th Asia Pacific Quality Conference, please check: www.apqo.org

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GBN News: Call for Entries

6th Global Benchmarking Award

GBN Secretary

6th Global Benchmarking Award



What?

The 6th Global Benchmarking Award

Where?

Emirates Palace, Abu Dhabi, UAE

When?

10 – 12th December 2018

Closing?

1st of August 2018

globalbenchmarkingaward.com

[@gbnsecretary](https://twitter.com/gbnsecretary)

[#GBA2018](https://twitter.com/GBA2018)

The [Global Benchmarking Network \(GBN\)](#) launched the [Global Benchmarking Award](#) in 2012 to recognise those organisations that had integrated benchmarking into their organisation's strategy and processes in order to continuously learn and innovate.

To submit your entry application please visit the [GBN Website for the entry form](#). **The First Call for entries closes on 1st of August 2018.**

This year's 6th Global Benchmarking Award will be held as part of the [Global Organisational Excellence Congress](#), courtesy of the Abu Dhabi Chamber of Commerce & Industry.

The Congress will include:

24th Asia Pacific Quality Organisation International Conference

- ACE Team Awards Competition 2018
- 18th Global Performance Excellence Award

12th International Benchmarking Conference

- 6th Global Benchmarking Awards

6th International Best Practice Competition

- 2nd Organisation-wide Innovation Award

Sheikh Khalifa Excellence Award's Best Practice Sharing Conference

The other awards/competitions that will be held as part of the Congress are explained on the [GOEC Website](#)

The winner of the Global Benchmarking Award in 2016 was Al Jazeera Catering International (UAE). In 2015 the winner was The Medical City, (Philippines) and in 2014 the winner was OCBC Bank (Singapore). For videos on these award-winning organisations click [here](#).

GBN News

Minutes of Meeting: GBN Member's GoToMeeting Call

GBN Secretary

Minutes of Meeting: GBN Member's GoToMeeting Call 1/2018

Encouraging everybody to give feedback to improve the GBN Meeting in the future, the objectives of this call 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

Latest activities concern the GBN conference and the AGM on the 10/12th December in Abu Dhabi, UA. Arrangements are moving ahead, the GBN will have influence on the agenda of the conference, therefore Robin Mann will send out information to the GBN board and Members. Direction might go into Business Excellence; the GBN is to choose if the IBCON should be integrated or separate.

Contributions and suggestions are welcome and can be sent to Robin Mann directly.

2. Knowledge sharing

Attendant members gave a short overview of their organization and benchmarking activities, (AKS form)

Benchmark gifts and Presentations are available at the Members Area on the GBN Website.

Dawn Ringrose, Organizational Excellence Specialists, OES is continuing to conduct the 'first global assessment on the current state of organizational excellence'. The GBN has endorsed the research study and members have been invited to participate as a respondent or research partner. Members can

also work with OES to provide the aggregate results for their country as well. The research team has grown to about 30 active team members and a significant number of support members behind the scenes (over 300). The current response rate is about 1,000 organizations. ASQ has indicated they want to be more involved in the study.

Dale Weeks, Global Leadership and Benchmarking Associates (GLBA) is supporting Dawn in the 'first global assessment on the current state of organizational excellence'.

He also had a follow-up talks with organizations from Singapore, Philippines, and China after the conference in Manila on the topic of Service Excellence in the Public Sector. He is looking to build partnerships with other government agencies across the globe.

For further information, please see our December 2017 Newsletter.

Patrick Cap, Fraunhofer IPK, is working on the Newsletter to release it before Christmas. Besides, he is working on the marketing flyer and updates of the homepage.

The IPK's Competence Center for Innovation System won a call from the European Union to evaluate Aeronautic and Space Start-ups and provide the winners with services funded by EU (The project is called Space-up).

Mila Galeitzke is now heading the Information Centre Benchmarking, currently working on a Benchmarking Training project for German SME.

Khashayar Ataie, Intelligent Persians Corporation, is organizing a conference in Iran, where attention by GBN members to

Minutes of Meeting: GBN Member's GoToMeeting Call

GBN Secretary

participate is very low, although Tonnis van Dam will give a presentation.

Dawn had the idea to offer the possibility of a broadcasted presentation. Khashayar will check possibilities here. In addition, a heads-up of at least 6 months for events like that would be appreciated.

Mark Modena, Winning Moves, is working on a benchmarking tool for the tourism industry, which combines balanced scorecard figures with processes in 18 different sub-sectors

Besides, Winning Moves is also involved in the assessment of UK Growth hubs, a Work Place Innovation Tool, as well as a Productivity Benchmark with universities.

Tonnis van Dam, Compare to Compete, is collaborating with experts in Netherland on projects for insurance and schools. A benchmark for primary schools and benchmark for firearms, is still in the early stage, seeking for experts to collaborate with

Robin Mann, Centre for Organisational Excellence Research, published a book on *Dubai We Learn* case studies, while another book will be published within the next months. Moreover, he is working on GBN conference arrangements.

Further, he compiled new best-practice reports, which are available on BPIR.com.

There is also a new project to develop Business Excellence structure in Tonga; Tonga officially the Kingdom of Tonga, is a Polynesian sovereign state and archipelago comprising 169 islands, of which 36 are inhabited.

3. Spotlight Session - Joint service offers that your organization and the GBN can offer (Dawn Ringrose)

Since Dawn is a Registered Education Provider for Project Management Institute (PMI), she suggested that the GBN could take an example here, as PMI has over 1500 Registered Education Providers.

The board looks forward to everyone's input and hopes, the GBN can get a couple programs or services up and running this year to round out our value proposition for (new) members.

Dawn gave a presentation that contained ideas for the Joint Services portfolio, with the purpose, terms and conditions, the process and program criteria, program provider benefits and the application process.

Discussion around services and trainings, ideas on how to co-brand GBN member services are welcomed and encouraged.

Please provide us with your thoughts, ideas, and reactions:

What level of service do the GBN members want?

GBN News

Minutes of Meeting: GBN Member's GoToMeeting Call

GBN Secretary

5. Open discussion and outlook

Next meetings Spotlight Session will address how to help associations to benchmark their members, focused on trade organizations how to help their members and their industries and will be held by Tonnis van Dam.

Attendees:

- **Dr. Robin Mann** (Centre for Organisational Excellence Research)
- **Jan-Patrick Cap** (Fraunhofer IPK)
- **Dale Weeks** (Global Leadership and Benchmarking Associates)
- **Dawn Ringrose** (Organizational Excellence Specialists)
- **Suresh Lulla** (Qimpro / BestPrax Club)
- **Mark Modena** (Winning Moves)
- **Khashayar Ataie** (Intelligent Persians Corporation)
- **Tonnis van Dam** (Compare to Compete)

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GBN Members Insights

Our Members and their Current Benchmarking Projects

What Benchmarking Projects are our Members currently working on?

"I am currently working on an international/European benchmarking project of soccer stadiums. I am also working on a golf course benchmark in the UK. Moreover, I am very busy to finalize our newest version of our Benchmark Tool, which makes us ready for the future and benchmarking 3.0."

Tonnies van Dam, Netherlands

Compare 2 Compete



Dr. Robin Mann, New Zealand

Centre for Organisational Excellence Research

GBN Chairmen

"We are working with the Dubai Government Excellence Program on an initiative called Dubai We Learn, facilitating benchmarking projects using the TRADE Best Practice Benchmarking Methodology. We have also started a global benchmarking study on the design, deployment, and impact of National/Regional/Sectoral Business Excellence (BE) programs - called Excellence Without Borders."

"Working as an Assessor on the 'Customer Service Excellence Standard' for the world's leading inspection, verification, testing, and certification company that is recognized as the global benchmark for quality and integrity. Also providing consultancy on 'Customer Service' for a major international Group operating in six sectors of public service provision: Health, Transport, Justice, Immigration, Defence, and Citizens Services."

Terry Pilcher, England

BCS Management Services



Dale F. Weeks, USA

Global Leadership and Benchmarking Associates (GLBA)

"I am building an initiative focused on creating a greater sense of urgency toward accelerating the adoption of service excellence in the leadership and management of "all" our local, state, and federal United States government agencies. In addition, I am leading a second major endeavor that seeks to substantially improve our success rate for global startup businesses to a "Go To The Moon" visionary goal of 80% over the next 25 years."

GBN Members Insights

Our Members and their

Current Benchmarking Projects

“Currently carrying on benchmarking analysis for a number of companies operating in the Italian fashion retail industry. They decided to share their go-to-market strategy; and are interested in understanding whether their performance has actually improved with respect to similar companies, which however have been serving different markets in the last ten years. Markets that are potentially less exposed to the competitive pressure exerted by China after the accession to WTO.”

Massimo Del Gatto, Italy

**"G.d'Annunzio" University,
Department of Economics**



Jan-Patrick Cap , Germany

**Fraunhofer IPK, Information
Center Benchmarking**

GBN Secretary

“Fraunhofer IPK working with a market leader in the manufacturing industry in Latin America to further develop their market position through innovative solutions. The results of the benchmarking of innovative solutions shall provide new products, new materials, new manufacturing processes, new services and new business models, which will enhance the strength and competitiveness of the company in the market.”

Co-Branding and Collaborative Products and Services

GBN Secretary

Co-Branding and Collaborative Products and Services Initiative for 2018 and beyond - Member engagement request

During the month of June, our Board is pleased to announce the first of several co-branding offerings to our members and their clients in their respective countries.

Our initial offerings will be supplied by Dale Weeks from the United States and Dawn Ringrose from Canada. Please look for a more in-depth sales and marketing announcement later this month that will describe these initial product offerings to include proposed schedules, pricing and related matters.

Part of this effort is to find opportunities to forge closer productive relationships by working together to jointly deliver our respective products and services to our customers, clients, and stakeholders across the globe. We appreciate your continued involvement in that endeavour.

We look forward to your active participation and involvement in this new product line for our GBN organization:

1. Would you be interested in potentially jointly delivering and co-branding any of your products or services with GBN and other members? (i.e. form alliances to work together)
2. Do you have any products and services that you would like to offer the GBN and other members on pre-agreed terms? If yes, please specify the product or service you would recommend and describe your desired terms by completing the table below.

Desired terms means your proposed options for actual delivery channels (electronically, virtually, in-person, WebEx, etc.), plus includes revenue and cost sharing and related matters.

We prepared a Document for you on the [GBN Website](#), in the brand new “GBN Member Collab” Section.

GBN Promoted Products and Services through the GBN Website delivered by the GBN member that owns the service			GBN Promoted Products and Services through the GBN Website and delivered or sold by GBN members that do not own the service		
Member Name, Country, & Name of Proposed Service	Description of service (target clients/users, killer benefits, max 300 words)	Would you like this service offered as a GBN supported service on the GBN website?	I agree to a revenue split of 20% GBN and 80% owner of the service. <i>(If not please provide another suggestion.)</i>	Would you like this service offered by other GBN members in their country?	I agree with a revenue split of 10% to GBN; remaining split to be negotiated between originator of the service and the member that sells or delivers the service

GBN Member News

2nd successful year of Dubai We Learn Initiative

Centre for Organisational Excellence Research, New Zealand



The project teams with His Excellency Abdulla Mohammed Al Basti, Secretary General of the Executive Council of Dubai

2nd Cycle Dubai We learn Initiative

It is one year since the Dubai Government Excellence Programme (DGEP) launched the 2nd cycle of “Dubai We Learn” for government entities in Dubai. This ambitious programme consists of a range of knowledge sharing and organisational learning activities designed to fast-track organisational improvement and stimulate innovation. A key part of this initiative has been the mentoring of benchmarking projects by DGEP’s partner the Centre for Organisational Excellence Research, New Zealand.

The second cycle of benchmarking projects ended on the April 4th 2018 when 11 project teams gave a presentation and submitted a benchmarking report to share their results. *To learn about the 1st cycle and the TRADE Best Practice Methodology, download the recently published [Dubai We Learn book](#).*

Project teams used the [TRADE Best Practice Benchmarking Methodology](#) – a rigorous step-by-step approach that involves searching for and implementing leading edge practices. Each

project team gave a 15-minute presentation and submitted a benchmarking report, which



Dubai We Learn book

was assessed by an expert panel. The projects were evaluated based on the TRADE Benchmarking Certification Scheme. Three of the teams achieved 7 Stars, four teams 5-6 Stars, and four teams 3-4 Stars. These were exceptional results as even to achieve 3-4 Stars and reach TRADE

Benchmarking proficiency is challenging within a one-year timeframe. The projects and grades were as follows:

GBN Member News

2nd successful year of Dubai We Learn Initiative

Centre for Organisational Excellence Research, New Zealand

7 Stars ★★★★★★ (TRADE Benchmarking Proficiency Certificate <i>with Commendation</i>)	
Government Entities	Project Title
Dubai Government Human Resources Dept (DGHR)	Launching a Dubai Government HR Think Tank
Dubai Health Authority (DHA)	Prevention better than Cure / Innovative Prevention Program to Combat Diabetes
Dubai Police Head Quarter	Call of Duty: Police Edition - Best practices in vehicle fleet maintenance
5 to 6 Stars ★★★★★★ (TRADE Benchmarking Proficiency Certificate <i>with Commendation</i>)	
Government Entity	Project Title
Dubai Corporation for Ambulance Services (DCAS)	Treat the Patient Not the Clock
Dubai Electricity & Water Authority (DEWA)	AFKARI Ideas Management System
Dubai Municipality	Knowledge & Innovation Hub
Knowledge & Human Development Authority (KHDA)	Governance Without a Governor
3 to 4 Stars ★★★ (TRADE Benchmarking Proficiency Certificate)	
Government Entity	Project Title
Dubai Civil Aviation Authority (DCAA)	Happy Ajwa - Remotely Piloted Aircraft System (RPAS) registrations
Dubai Customs	Dubai Accredited Clients
General Directorate of Residency & Foreigners Affairs- Dubai (GDRFA)	Positive Energy
Public Prosecution	A Smarter Public Prosecution Service

The achievements of all teams have been impressive. A description of the 7-Star projects is provided below.

Dubai Police's project has saved at least \$3.8 million (Aug-2017 to Mar-2018) and is projected to save \$5.4 million by August 2018 through increasing productivity in the mechanical workshop from 40% to 72% and increasing vehicle availability from 88% to 95%. The team conducted an intensive study of its current workshop practices and visited eight organisations to learn from best practices. The improvements have largely been because of improved data accuracy and analysis of workshop operations, which has enabled more informed management decisions such as closure of an inefficient workshop, changes to the shift pattern leading to a shorter turnaround of vehicles, and improved management of spare parts. These

improvements have been achieved without investing in new equipment or machinery.

The Dubai Government Human Resource (DGHR) Department's project was to produce a blueprint for establishing a HR Think Tank. A need for a Think Tank to shape the future of HR within Dubai's government and transform DGHR into a more 'agile' government entity was identified - well prepared to respond to future challenges due to changes in technology, geopolitical situations and financial realities. To produce the blueprint the project team researched the needs of the Dubai Government and evaluated 102 Think Tanks with six international and three local benchmarking visits undertaken. The final blueprint was a 73-page document describing in detail the

GBN Member News

2nd successful year of Dubai We Learn Initiative

Centre for Organisational Excellence Research, New Zealand

proposed purpose, structure, services and operating model of the Think Tank.



Expert Panel assessing the projects, Dr. Robin Mann, Founder of TRADE, COER, NZ, Garvin Chow, First Vice President/ Director Corporate Learning & Development, United Overseas Bank Limited, Singapore & Professor Dotun Adebajo, University of Greenwich, London

The Vision of the Think Tank has been initially set as “Pioneering HR for the world!” and implementation of the blueprint will proceed through four phases and enable the Think Tank to provide three main services; research, smart library and consulting services. The major achievement of this project was having the blueprint signed off by the DGHR’s Director General with a planned launch of the Think Tank for later this year.

The Dubai Health Authority’s (DHA) project aimed to reduce the number of people that are pre-diabetic (people at risk of becoming diabetic due to their high blood sugar levels). According to a 2017 survey, 15.2% of Dubai’s population is diabetic and 15.8% are pre-diabetic with the UAE as a whole having the 10th highest rates in the world. The DHA’s benchmarking project involved extensive desktop research reviewing the approaches of other countries in tackling diabetes and benchmarking visits to nine organisations. Of key importance was that DHA recognised that it would not be able to have a significant impact on Diabetes on its own and therefore needed to work closely with other stakeholders that could influence or play a role in reducing diabetes. The major contribution of this project was the development of a Dubai Diabetes Prevention Framework consisting of five elements:

- promoting a healthy life style,
- creative and innovative sustainable interventions,
- early screening on diabetes mellitus and risk factors,
- enforcement of non-communicable diseases policy, and
- supportive health system and partnerships.

For each element, there is a strategy and a range of programmes and initiatives of which a number have already been implemented and others are to follow. The project is on track to reduce the pre-diabetic population by at least 10% by 2021, an ambitious target considering the adverse trends in some of the risk factors such as obesity, unhealthy diet, smoking, and lack of exercise.

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GBN Member News

Measuring the Performance Excellence Success of our Global Entrepreneur Ecosystems

Global Leadership and Benchmarking Associates, USA

Measuring the Performance Excellence Success of Global Entrepreneur Ecosystems

Most regional economic development organizations today are not known for their strengths in promoting the explosive growth of start-up, entrepreneurial businesses. The recent USA based [Brookings Institute report](#) shows this applies to both major metropolitan areas across the United States and globally, in both developed and emerging economies.

Consequently, recently numerous “new” initiatives have been launched with a direct focus on start-up, entrepreneurial activity. Startup Grind, a group that was launched just 8 years ago is currently represented in 350 cities, 120 countries, involving 1,000,000 entrepreneurs. They hosted over 5,000 global educational events and have gone from a Silicon Valley tech meetup, to one of the world’s largest communities of entrepreneurs. Startup Grind is one of only two programs globally powered by Google for Entrepreneurs, a group inside of Google that supports entrepreneurial initiatives around the world.

Just this year, look at this recent April 2018 [conference held in Istanbul, Turkey](#):

“Every year, the Global Entrepreneurship Congress gathers together thousands (6,000...) of entrepreneurs, investors, researchers, policymakers and other startup champions from more than 170 countries to identify new ways of helping founders start and scale new ventures around the world.”

In addition, the number of 1 Million Cups (1MC) entrepreneurial events sponsored by the Kauffman Foundation, includes over 160 communities across the United States. 1MC is a

simple way to engage entrepreneurs in communities around the world. The weekly 1MC program offers two local entrepreneurs an opportunity to present their startups to a diverse audience of mentors, advisors, and other entrepreneurs.

Despite this “vast flurry” of start-up activity nationally and globally, little knowledge today exists across the economic development community on *exactly how* leaders expect to buck the trend of the historically extremely high 80% failure rate, and, actually measure and hold themselves accountable for the successful performance of the businesses they will create during the next 25 years and beyond. As Peter Drucker and others in the global performance excellence leadership community have stated, “If you cannot measure it, you cannot manage it.”

We can and must do better on a global scale in the 21st Century. Global benchmarking has a role to play in this broad, strategic endeavor. Consider for instance, an effort that is only about five years old by the name of the [Startup Genome](#) and their 2018 Global Ecosystem Report:

“Based on the voices of over 10,000 founders across the world, this report assesses 43 ecosystems in 23 countries on a dozen Success Factors and....for the first time, advanced analysis of 15 startup sub-sectors in which technology-based startups are creating economic value. With this knowledge, we know much more today than we did yesterday about startup ecosystems.”

Nevertheless, the global success rate for start-up entrepreneurial businesses has not

GBN Member News

Measuring the Performance Excellence Success of our Global Entrepreneur Ecosystems

Global Leadership and Benchmarking Associates, USA

exceeded 20% for over 50 years. Today, 80% of global startup businesses fail within 3 – 5 years. This is an unacceptable worldwide economic development performance result. We can and must do better on a global scale in the 21st Century.

My strategic goal over the next several years is to create a broad collaborative network of willing, committed, and courageous senior leaders globally that will personally engage themselves in their highly supportive role of “owning” our “Moonshot Vision” - Achieving An 80% Ecosystem Success Rate in the next 25 years or less.

If you would like to become involved in engaging our world by addressing this deeply entrenched and worrisome global performance issue, please contact me. I am focused on building a truly transformative economic development performance excellence organization.

I hope to hear from many of you as members of our GBN. This can and should be a broad collaborative endeavor across all of our countries and beyond.

Contact

Dale F. Weeks

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GBN Member News

4th Interim Report on the First Global Assessment on the Current State of Organizational Excellence

Organizational Excellence Specialists

4th Interim Report on the First Global Assessment on the Current State of Organizational Excellence

The 'First Global Assessment on the Current State of Organizational Excellence' was launched in May 2015 by the Organizational Excellence Technical Committee (OETC), QMD, ASQ and conducted voluntarily by Organizational Excellence Specialists.

Since the last interim report, there has been a significant increase in the number of completed assessments. This is largely due to the contributions of approximately 300 volunteer research professionals around the world!

Teaser Assessment Only

To date, there have been 602 organizations that have completed the teaser assessment, representing 21 industry sectors and 79 countries. Mostly leaders (38%) and management (36%) have responded from the business sector (66%) followed by the government (19%) and non-profit (15%) sectors. Most of these organizations are micro size (37%) followed by medium (26%), large (24%) and small (13%) size.

Overall the aggregate results on the Principles would suggest organizations rate the culture of excellence in their organizations quite positively (Figure 1). The highest rated principles were focused on the customer and leadership involvement and the lowest rated principles were prevention based process management and data based decision making.

Full Assessment

There have been 244 organizations that have completed the full assessment representing 18 industry sectors and 43 countries. Mostly leaders (38%) and management (36%) have responded from the business (69%) sector followed by the non-profit (17%) and government (14%) sectors. Most of these organizations are large size (32%) followed by micro (26%), medium (25%) and small (17%) size.

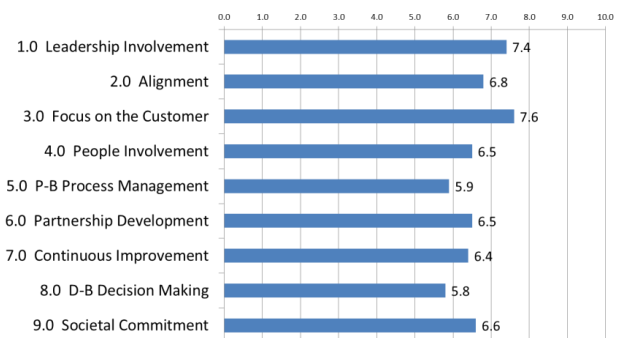


Figure 1 Teaser assessment responses

Principles

Aggregate results on the Principles were similar to respondents that completed the Teaser Assessment only (Figure 2).

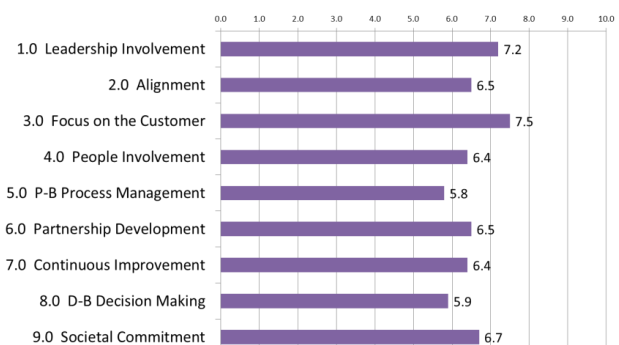


Figure 2 Aggregate results of responses

Key Management Areas

In comparison to the Principles, the aggregate results on the key management areas were

GBN Member News

4th Interim Report on the First Global Assessment on the Current State of Organizational Excellence

Organizational Excellence Specialists

lower (Figure 3). The highest rated area was customers and the lowest rated areas were planning and resource management.



Figure 3 aggregate results on the key management areas

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Preliminary Observations

Three general observations are noted at this point in the study:

Organizations rate the culture of excellence in their organizations quite positively however as they dive deeper into the best management practices across key management areas the ratings are significantly lower

Most present oriented practices are rated higher (e.g. governance obligations, business plan, corrective action) than future oriented (e.g. risk management, contingency plan, capability gap analysis) and collaborative (e.g. benchmarking, work with suppliers and partners to develop products, services and standards) practices

A balanced system of measurement appears to be used by organizations, particularly quality of products and services, customer satisfaction and financial performance

If you are interested in participating and monitoring the real time dashboard results of this global research project may do so by visiting the [Organizational Excellence Specialists Website](http://Organizationalexcellencespecialists.com)

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