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***MEMORANDUM OF UNDERSTANDING***

**THE GLOBAL BENCHMARKING NETWORK  
*MEMORANDUM OF UNDERSTANDING***

***APPENDIX***

**13 AGM (Berlin, 2004): Recruitment of New Members**

As discussed at the GBN meeting the recruitment of new members is a key priority. We need more members to a) make the GBN more global (more members are required from Asia and South America) and b) to increase the profile and use of benchmarking worldwide. However, from experience it has been very difficult to recruit new members when the GBN does not have a dedicated marketing resource and it relies solely on self-promotion from current members. In the short-term, without a business model for the GBN, I recommend that we try an innovative approach to encourage current members to recruit new members. I therefore recommend the following:

- If a current member attracts a new member to join the GBN then they will receive 50% of the new members joining fee. This “reward” will help to recompense the current GBN member for the time spent on recruitment and encourage them to recruit others. For the payment to be activated the new member will need to indicate on the joining form that the current member supported their application. As the joining fee is 700 Euros the current GBN member would receive 350 Euros which could be deducted from their next membership fee.
- The application form for new members will require a question asking which current GBN member supported their application. In cases where the applicant organisation finds out about the GBN through their own means then the whole of the joining fee goes to the GBN.
- A recruitment email pack will be sent to each GBN member to assist them in recruiting new members. This will consist of an invitation letter signed by Dr Bob Camp, the latest GBN newsletter, and the memorandum of understanding. Before sending out the invitation pack please confer with the GBN Secretariat to ensure that the same organisation does not receive multiple approaches from

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### **14 AGM (Prague, 2005): Veto Right**

In 2002 the Affiliates agree to remove the restrictive rule “one member per country” from the Memorandum of Understanding and allow an unlimited number of members/centres in a country to join the GBN, providing the existing Affiliate has no reasonable objections. A current country member has to agree to the admission of another member from the same country. It was suggested that only active GBN Members should have the possibility to use this veto right. Therefore it was proposed that members which have not attended the AGM for the last three years, will lose their veto right.

### **14 AGM (Prague, 2005): Only one GBN Vice Chairman**

The Vice Chairman will always be the host of the next meeting. He/she should use his position actively (e.g. to attract new members, to promote benchmarking in the domestic country, etc.).

### **14 AGM (Prague, 2005): Annual General Meeting**

To succeed in the GBN’s vision of a global network and to attract new members it was proposed that there should be a clear commitment to hold the AGM outside of Europe at least once every three years. Obviously, if there were no volunteers from outside of Europe to host the AGM then future meetings may have to remain within Europe. Furthermore it was suggested that the AGM should not always take place in the same local region of Europe.

### **14 AGM (Prague, 2005): GBN Board**

#### ***GBN Board:***

- 5 persons
- Tasks: verify and to approve money for joint projects, marketing and/or initiatives that are aligned to the GBN’s vision and values.
- Rules: simple majority

#### ***Board Structure:***

- Chairman
- Vice Chairman
- Representative from the GBN Secretariat
- Representatives from two GBN Members (elected every year at the AGM). One of these members should be from the host country for the AGM in two years time. Note, the Vice Chairman is always from the AGM host country up until that year’s AGM ends.

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### ***1<sup>st</sup> step: establishment of a process for allocating funding***

*This process should consider the following points at least:*

- GBN money (surplus) should be spent carefully
- Members can prepare proposals and the board will decide if the GBN approves financial resources for the specific project
- The board must communicate its decisions to the members
- Board members must abstain from voting if they put forward a proposal
- *Authorization limit of the Board:* If the amount for a specific project is too high then all members will be asked at the AGM and the majority of them must support the proposal/project.

### **15 AGM (Moscow, 2006)**

***The draft process was discussed and the following decisions were made:***

- Limits of the board: max. amount for one project: 5.000 Euro → accepted unanimously
- If the amount/costs of a proposed project is more than 5.000 Euro all GBN Members must be asked (via e-mail or at the AGM); decision by simple majority
- The maximum amount for projects per year is 10.000 Euro → accepted unanimously
- Note: The secretariat is required to have previously received an official/formal offer before awarding a project
- Members can put forward project proposals at any time of the year. These will be evaluated by the board within a period of 15 working days. However, members will be encouraged to submit proposals for two time periods in the year (15 February and 1 July) so that the GBN Board can evaluate a few proposals at the same time. Proposals received earlier than these deadlines may be asked to wait until the deadlines unless they are considered by the board to be of an urgent nature or require little funding.



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