



Minutes

18th Annual General Meeting of the Global Benchmarking Network

October 25 – 26, 2009, Kingdom of Bahrain



For additional material please visit the GBN Website (“Members Area”)

**List of Attendees**

No.	Name	Organisation	Country
1	Robin Mann	Centre for Organizational Excellence Research	New Zealand
2	Holger Kohl	Information Centre Benchmarking	Germany
3	Ronald Orth	Information Centre Benchmarking	Germany
4	Bruce Searles	Benchmarking Partnerships	Australia
5	Terry Pilcher	BCS Management Services	UK
6	Suresh Lulla	BestPrax Club	India
7	Mark Modena	Winning Moves	UK
8	Ahmed Abbas	Bahrain Quality Society	Bahrain
9	Wafi Dawood	Dubai Quality Group	UAE



Location – Diplomat Radisson SAS, Bahrain

Welcome from the host Bahrain Quality Society (BQS)

Ahmed Abbas from the BQS gave a warm welcome to all delegates. He looked forward to a successful benchmarking conference on the 27/28 October 2009. Approximately 150 attendees were expected. Furthermore the BQS was able to arrange a meeting with the patron of the conference, the minister of the primer’s court on October 28. At this meeting a memorandum of understanding between the GBN and the Bahrain Quality Society/Prime Minister’s Court was requested. This will describe how the GBN can assist Bahrain and will be presented to Bahrain in February 2010 – all GBN members will be given an opportunity to have input into this. Robin will scope an initial document and email it to members for comments and additions.

Welcome from the GBN chairman Robin Mann and overview of the AGM

Robin Mann presented the agenda of the AGM 2009. He welcomed the new GBN members, the BestPraxClub from India and Winning Moves from the UK.

Knowledge sharing by all members

All members introduced themselves and gave a short overview of their organization and benchmarking activities. Further details are covered by the respective “Attendance and Knowledge Sharing Form”. Benchmarking gifts from the members – if available in electronically format – can be downloaded at the internal area of the GBN website.

Review of Memorandum of Understanding

Robin had made some suggestions regarding an update of the MoU. The proposal had been circulated via e-mail one week before the meeting. The proposed changes were discussed during the AGM.

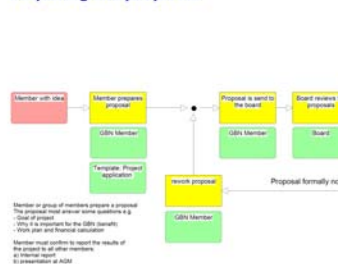
Action: Robin will finalize the new version with sign off from the board. Afterwards Ronald will upload the actualized MoU on the GBN website.

Reminder of GBN project application process

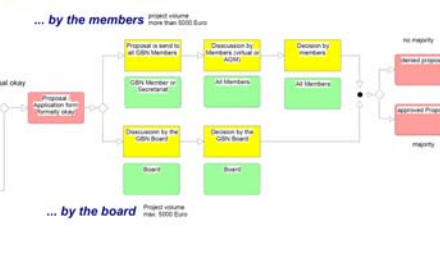
The GBN project application process has three major steps: (1) Preparing the proposal, (2) Decision Process and (3) Project work and internal communication. A detailed description of the GBN project application process and the application form is available at the internal area on the GBN website.



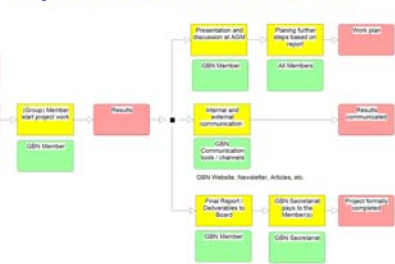
Preparing the proposal



Decision Process ...



Project work and internal communication





If the amount of an applied project is more than 5000€, all members will be asked for their feedback (at the AGM or via e-mail). If the majority that respond support the project the proposal will be approved.

Action: This rule will be added to the MoU by Robin.

Presentations from funded project: GBN Benchmarking Roadshow, Mumbai, 2010

Bruce and Suresh gave an overview on the actual status of the scheduled GBN Roadshow:

- Pre-Lude: Workshop on Best Practices for Sustainable Results - 30 October 2009, Mumbai. The focus of the workshop will be on how Benchmarking can be used as a tool to accelerate sustainable improvements.
- GBN Roadshow in Mumbai on 18-19 February 2010. Further information is available at <http://www.bestpraxclub.com/gbn/index.aspx>

Knowledge Management Study Tours and Associated Activities

- Terry and Bruce reported from their recent tour “Visit & Meet the German KM Champions” (23-30 April 2009).
- Next event will be the “First International Knowledge Management Webinar” on 25 November 2009. The speaker is Paul Seren, Head of KM at Schaeffler Group. GBN Members or GBN Customers will receive a 25% discount. Further Information: http://www.benchmarkingpartnerships.com.au/w_webinarSchaefflerGroup.htm
- Wafi said that some DQG members recently showed interest in knowledge management related issues.

Benchmarking Code of Conduct

- The Benchmarking Code of Conduct provided by the EFQM was updated recently. Due to the fact that the GBN uses the EFQM document it should be updated as well.
- Action: Terry sends the new EFQM version to Ronald; Ronald will update the GBN Code of Conduct and distribute the new version via the GBN website.

Social networking platform

Robin gave an overview on the new features of the BPIR. The company recently launched “networking services” within its website. These services enable BPIR users to network and communicate with each other. The new key features are:

- Create a personal profile
- Create an organisational profile
- Submit “Requests for Assistance”
- Networking Searches

The platform is free to all GBN Members: <http://www.gbn.bpir.com/>

Action:

- All GBN Members should create a personal and/or organisational profile
- Robin will prepare an organisational profile of the GBN within the BPIR
- Robin will prepare a BPIR presentation and send it to all members: 5 slides on benefits, functionality, use cases, etc.
- An online tutorial and/or webinar (“how to use the BPIR”) is appreciated



GBN Publication

At the last AGM (Budapest 2008) all attendees agreed on a new GBN brochure (2nd edition). Holger outlined two possible options for the main focus of a new GBN brochure:

- (1) Profiles of the members and examples/case studies
- (2) Focus on Benchmarking services (e.g. BM-Index, BPIR, trainings, etc.)

The target market should be “non academic”. Regarding the content structure some first ideas were discussed:

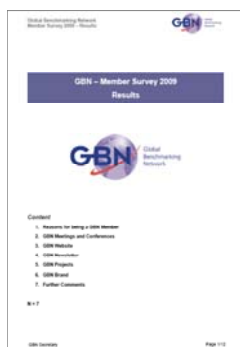
- Introduction, Preface, Foreword
- Description of Benchmarking (what is Benchmarking; different views)
- BM Services of Members
- Case studies

Action:

- Holger will prepare a proposal for the structure of a new brochure. Furthermore IPK will prepare 2-3 different options for the layout of the brochure. Mark offered support from Winning Moves regarding the design.
- Structure and layout alternatives will be discussed by the board members afterwards.
- Based on the results Holger will apply for an internal project (Step 1: 5000 Euro) for the overall handling, collection of content from the members, layout of the articles/brochure, etc. Result of this work will be the printable file of the 2nd edition of the GBN brochure.
- After step 1, it has to be decided if the GBN should provide hard copies of the new brochure as well. Number of copies and available budget to be discussed later. Wafi offered to look for some potential sponsors from Dubai for the printing costs.

Findings from GBN Member Survey

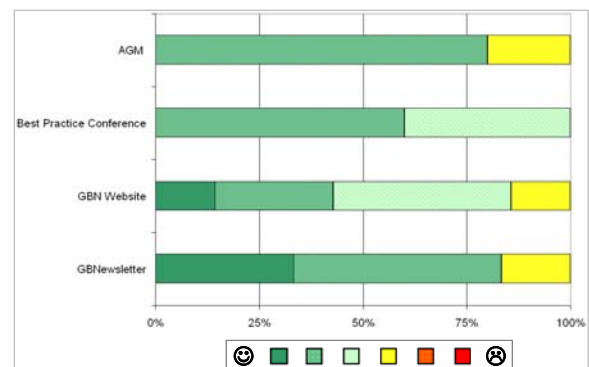
Ronald presented the findings from the GBN Member Survey. The detailed results are available at the internal area of the GBN website.



Content

1. Reasons for being a GBN Member
2. GBN Meetings and Conferences
3. GBN Website
4. GBN Newsletter
5. GBN Projects
6. GBN Brand
7. Further Comments

Questionnaire send to all GBN Members
 Responses: 7





Location – Diplomat Radisson SAS, Bahrain

Workshop Session

At the beginning of the session different topics were collected and prioritized. The most important topics were discussed in detail and decisions were made.

1. GBN Awards

Action: Robin and Suresh will work on this topic. Ahmed will support them. First step is the preparation of an overview on current awards. It is suggested that they should contact Karolina because she already put some effort to this topic before.

2. GBN Goals and Measures

Potential goals for the GBN were brainstormed. These are shown below.

▪ **Proposed GBN Goals**

- grow the membership base (attract new members and retain the current members)
- to have more active members
- raise awareness of benchmarking worldwide
- increase the use of benchmarking worldwide
- to be the leading authority in benchmarking
- increase the impact of GBN
- undertake / invest in projects to achieve the vision and to increase the intellectual capital of the GBN members
- to assist GBN members to become more successful commercially

These were then refined further into four main goals:

▪ **Refined goals**

1. To attract new members: to recruit 5 new members per year

2. To engage current members in GBN activities

- Increase the members engagement in GBN activities
 - o AGM: to increase the members attendance to 50%
 - o No. of (collaborative) projects
 - o No. of (collaborative) publications
 - o No. of (collaborative) events
 - o Increase feedback / response to GBN newsletter, survey, etc.

3. To increase the awareness and use of benchmarking globally

- No. of publications; projects, public events (measurement e.g. via website statistics, downloads, count the attendees)

**4. To explore new directions (products / innovations)**

- e.g. to develop / operate a benchmarking project service and/or
- to develop a plan of how to achieve the vision (innovatively)

These goals and measures will be refined further by the GBN board.

3. GBN Goals and GBN Board-Structure

Until 2008/09 the GBN had a board consisting of 5 members (Chairman, Secretary, Vice Chairman, two additional members). It was considered that the current structure was not as effective as it could be as the “two additional members” did not have clear roles and responsibilities.

To increase the effectiveness of the board and to ensure the goals of the GBN are achieved a decision was made to expand the number of board members to 6 members:.

- Chairman
- Vice Chairman
- Secretary
- 3 further board members (Directors)

Roles for the new Directors:

- Membership Growth (incl. marketing)
- Business Development (new activities)
- Membership retention and engagement

Further comments/decision:

- In case of a split decision, the chairman’s vote will be counted double.
- 6 board members should be the maximum at the current membership state.
- Bob Camp (GBN Honorary Lifetime President) continues to have an active role in the GBN although he is semi-retired

4. GBN Benchmarking Projects – potential Topics

There was a general discussion if a further GBN joint project (1) should be an “applied benchmarking” project (using benchmarking tools/techniques to investigate a specific topic) or (2) should be focused on the future development of the benchmarking methodology itself.

(1) Potential / most favored topics for an applied benchmarking project (survey):

- Knowledge Management
- Sustainability (e.g. Carbon footprint)
- Risk Management

(2) Future of Benchmarking (“Benchmarking 2030”)

Investigate the use of benchmarking and the future use of benchmarking techniques: Connect Benchmarking experts with people from politics, science and companies and discuss the use and future use of benchmarking (e.g. survey, roundtable discussion, delphi study)

Action: A project proposal will developed for the second topic (“Future of Benchmarking”) by Holger and Bruce.



GBN Secretary Report (Ronald Orth)

Business and Administrative Issues

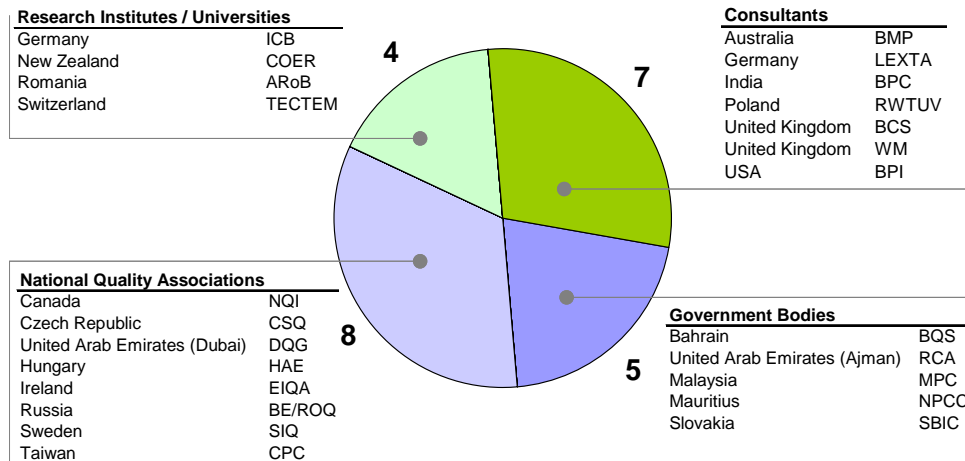
Adoption of Minutes of the 17th AGM Hungary 2008

The minutes were accepted unanimously

Confirmation of the venue & date of the 19th AGM and Conference in 2010

- Dr. Wafi volunteered to host the 19th AGM and the 5th International Benchmarking Conference 2010 in Dubai. He will consult his team and will keep in touch with Robin and Ronald regarding further details (dates, etc.)
- The Conference should be held 1 day at the university campus / academic city. It should comprise plenary sessions and parallel sessions with several presentations (15-20 minutes each)
- Optional: site visits, trainings/workshops, exhibition, poster session, session/presentations on knowledge management
- Further action: When circulating the minutes, the GBN Secretary will ask the GBN Members who is willing to organize the AGM and conference for 2011 and see if there are volunteers for 2012 and 2013.

GBN Membership Situation 2008/2009



▪ **New members 2008/09:**

- Bahrain (Bahrain Quality Society)
- Germany (LEXTA Consultants Group)
- UK (Winning Moves)
- Ajman/UAE (Ruler's Court of Ajman)
- Abu Dhabi/UAE (Abu Dhabi Centre for Organisational Excellence)



- **Former members:**
 - RWTUV (Poland) has retired from benchmarking activities
 - SBIC (Slovakia): In March 2009 the EKONOM-SERVIS / SBIC has finished its activities and the Ministry decided to liquidate it.
 - NQI from Canada will not prolong its membership
- **Action: Contact the leaving members**
 - Boris Cavadja, Slovakia (Mark/Ronald)
 - Allan Ebedes, Canada (Bruce/Ronald)

Marketing and internal issues 2008/09:

- GBN Member Survey
- 2 GBNewsletter (No. 11 + No. 12)
- GBN Website (update)
- IBCON Website (new)
- Marketing Material (update: flyer, logo, etc.)
- Update of "Application Process Model"
- Member Profiles / Contact Data (update)
- Administrative processes (e.g. application and introducing new members, annual invoices, reminders, etc.)
- GBN@Wikipedia (new)

Secretariat work plan 2009/10

- 2 GBNewsletter (No. 13 + No. 14)
- Marketing Material (update: flyer, GBN presentation, etc.)
- Member Profiles / Contact Data (update; ongoing)
- GBN Website (optionally re-design and new CMS)
- IBCON Website (update; impressions/review IBCON 1-4; presentations, pictures, etc.)
- Concept for GBN Web 2.0 (Blog, Twitter, Facebook)

Membership fees:

The fees were not changed (500 Euro annual membership fee, 700 Euro joining fee for new members)

Election of Officers and Board Members

- Chairman: Robin Mann (COER, New Zealand)
- Secretary: Ronald Orth (Fraunhofer IPK, Germany)
- Vice Chairman: Dr. Wafi Dawood (Dubai Quality Group, UAE)
- Director of Business Development: Bruce Searles (Benchmarking Partnerships, Australia)
- Director of Member Growth & Marketing: Terry Pilcher (BCS Management Services, UK)
- Director of Membership Retention and Engagement: Suresh Lulla (BestPrax Club, India)



Financial Report 2008/09:

Ronald provided an overview on the financial situation of the GBN

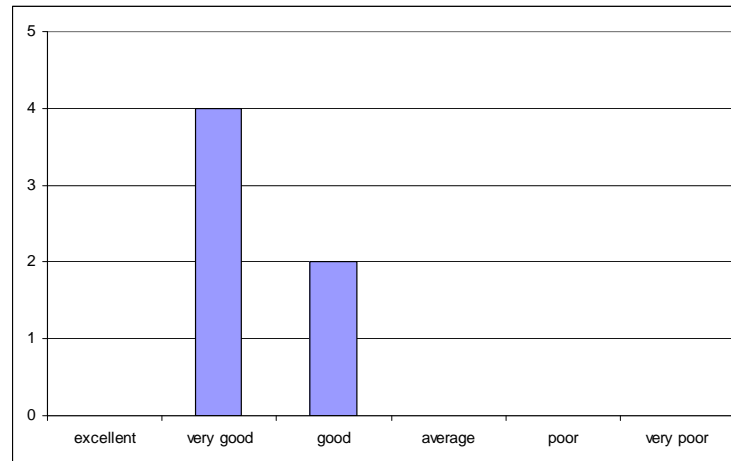
Opening: Surplus (1.1.09)*	17.420
Income 2009 (estimated)	22.100
Expenditure 2009 (estimated)	19.000
Budget (31.12.09): Closing	20.520

Income (estimated)	Euro	Expenditures (estimated)	Euro
Membership fees:	12100	Cost für GBN Secetariat Staff (1/09-12/09)	9000
3 New Members: LEXTA (GER) Winning Moves (UK), Ruler's Court of Ajman (UAE): (3x1200€): 3600€		GBN Roadshow Mumbai (BM Partnerships, AUS)	5000
21 senior members No invoice: BPI (USA), COER (NZL), BCS (UK), BQS (BAH) 17 invoices annual fee (17x500€): 8500€		Marketing (web space, post, printings)	300
GBN Conference from BQS: 10.000 € + Share from net profits (20%): ?	10000	Write Downs (SBIC 2x500 Euro for 2008+2009)	1000
		Travel Cost (GBN Secretaray, 1 Person)	900
		Accomodaion conference speakers and travel costs GBN President	2800
	22100		19000

Action: Ahmed will contact Ronald when the post-event calculations are completed (10000€ + 20% of net profits). BQS will be invoiced by Fraunhofer's accounting department afterwards.



GBN Meeting Assessment



Overall Assessment of the meeting

1. In your opinion what were the high points of the AGM?

- Finding out what activities others are involved in.
- Move to responsibilities being provided to Board members.
- Deciding to do some GBN projects – together
- A clear focus on the benchmarking philosophy
- Strong commitment of everyone
- The setting of an ambitious vision for the GBN.
- The discussion and clarification of the GBN's MoU. Previously the GBN did not have clear goals and a clear mechanism to deliver them. Now the GBN has goals and directors to lead the achievement of the goals.
- The participation of new members

2. In your opinion what were the low points of the day?

- None content wise. Would have been good to see more members attending.
- Not enough members present.
- Low attendance
- Time keeping
- Time management and difficulty in reaching consensus decisions. My chairing of the meeting should have been better!

3. What do you think should have been changed to make it more successful?

- With responsibilities agreed and goals/objectives soon to be finalised, reporting performance against these would be appropriate.
- More planning for the projects so we could agree on an action plan to do it and approve it on the spot
- Discuss some points of the agenda in a virtual meeting prior to the GBN meeting
- One day AGM and one day Conference
- I think with the GBN having clear goals and the directors having clear roles the meeting can become more focussed in the future.
- More members to attend



5. Any other comments?

- We have a really powerful community – the level of expertise is tremendous and we need to leverage off this and each others' strengths collectively to deliver improved benchmarking services together. Hopefully the MOU with Bahrain Quality Society will be a start where we can all contribute to the implementation.
- The GBN is continuing to move forward. Interest in benchmarking worldwide is growing and so is our membership.