

GBN Newsletter

ISSUE No. 26
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David Rodrigo on Unsplash

REVIEW ABU DHABI 2018

26TH ANNUAL GENERAL MEETING

12TH INTERNATIONAL BENCHMARKING CONFERENCE

6TH GLOBAL BENCHMARKING AWARD

GBN MEMBERS INSIGHTS

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Dear GBN Members

It is our pleasure to present you the 26th issue of the GBNNewsletter.

The 12th International Benchmarking Conference of the GBN and the 24th Asia Pacific Quality Conference were a great success and provided a good overview of projects, approaches and future perspectives of benchmarking and operational excellence. Read more about this in the review.

The **13th International Benchmarking Conference** of the GBN will be held on the **15- 17th October in Bali**, Indonesia. It will again be 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 what activities are planned in the future.

In the GBN Member Insights you learn more about our members' **definition of a best practice**.

Enjoy reading and happy benchmarking!



Jan-Patrick Cap
GBN Secretary



Dr. Robin Mann
GBN Chairman

Welcome Our New Members

Individual Member: Nancy Nouaimeh

Nancy Nouaimeh is an accomplished Chartered Business Excellence and Total Quality Management professional with over 16 years of experience and a proven record of significant achievements. She holds master's degrees in TQM, and Agronomic Sciences & Bio-engineering from Belgium.



In her current job as AVP-Quality, Safety & Performance Excellence at a Leading Food Services Management Company in

Dubai-UAE, Nancy leads improvement projects through innovative and integrated approaches to achieve service & business excellence and sustain the competitiveness of the organization. She has expertise in business excellence models, government excellence program and culture excellence. In addition to continuous improvement methodologies (Lean, Kaizen, VSM etc.), CSR, BCM, Innovation Management, Suppliers Management and ISO standards & auditing (ISO 22000, 9001, 14001 and 45001). Nancy believes that in this new era "Sharing" is one the key megatrends that will influence customers' behaviours and how

businesses are run and managed. Hence, the need to have efficient benchmarking systems that permit exchange of valuable and beneficial information and good practices between entities, to support their drive for excellence. By joining the Global Benchmarking Network as a member, she aspires to build strong foundation for benchmarking in the country and region supporting the development of local capabilities.

Nancy is also a subject matter expert, senior assessor and judge for national Excellence, Innovation and Quality Professionals Awards.

She is currently ASQ EMEA Regional Director (Member Leader), has been awarded with the Testimonial Leadership Award from the ASQ in 2014 for "her valuable contribution in raising ASQ's profile and the Voice of Quality in UAE", and has been selected one of the Fresh Faces of Quality featured in Quality Progress magazine published by ASQ in November 2016.

Contact

Nancy Nouaimeh

Chartered Business Excellence Professional, Dubai
TQM, Certified IMS/ BCM/ FSMS Lead Auditor

ASQ CSSGB, CQA, CSP

Phone: + (971) 55 77 07518

E-Mail: nancy.nouaimeh@gmail.com



Welcome Our New Members

Country Member: Enterprise Ireland



About

Enterprise Ireland is the Irish Government agency responsible for supporting Irish businesses to build scale and expand reach in global markets, in the manufacturing and internationally traded service sectors. The strategy focuses on addressing this task through:

Innovation: Driving innovation in Irish enterprise to unprecedented levels through new supports to reach the target of €1.25bn in R&D expenditure per annum by 2020.

Competitiveness: Improving the competitiveness of Irish companies through our Lean, Process Innovation and Regional Aid programmes.

Diversification: Increasing the diversification of client company exports into new markets, with two-thirds of exports going beyond the UK. This includes a major focus on the Eurozone where we are targeting a 50 per cent increase in exports.

Ambition: Inspiring more companies to have global ambition.

<https://www.enterprise-ireland.com/en/Productivity/Company-Competitiveness-Health-Check/>

The work of the GBN through the promotion of benchmarking is dedicated to assisting business development and the achievement of performance excellence at company, national and international levels. Being a member of the GBN is a good fit for Enterprise Ireland and aligns with the goals to positively transform the innovation and competitive capabilities of Irish companies. Enterprise Ireland has formally engaged with benchmarking to drive competitiveness for the past twenty years. The aim of the Competitiveness benchmarking offer is to assist companies identify areas of improvement and areas of strategic advantage to drive business development based on facts rather than opinion.

Jan Gallagher manages the Competitiveness Benchmarking activities in Enterprise Ireland. She also delivers Enterprise Ireland's Lean business offer, encouraging client companies to adopt Lean business principles to increase performance and competitiveness. She has worked at both the research end and the national administration end of the EU Framework funded programmes specific to the SME instrument activities. She has 35+ years of experience in assisting the growth and development of indigenous Irish companies.

Contact

Jan Gallagher

Competitiveness Benchmarking
Facilitator & Lean Business Offer
Desk

Enterprise Ireland

E-Mail: Jan.Gallagher@enterprise-ireland.com



GBN News

Review Abu Dhabi 2018

26th Annual General Meeting | 12th International Benchmarking Conference | 6th Global Benchmarking Award

Review of Our 26th Annual General Meeting

The biggest AGM in a long time with more than 15 participants showed that the GBN is continuing to be the global hub for benchmarking. We are looking forward to welcome further new members!

Knowledge sharing

All participating members introduced themselves and gave a short overview of their organization and benchmarking activities. The respective "Attendance and Knowledge Sharing Form" cover further details (AKS form).

Benchmarking gifts from the members – if available in electronically format – can be downloaded at the internal area of the GBN website.



Overview and reports

GBN Secretary

Membership structure 2018

The GBN Membership structure contains 26 Members that are spread over 18 countries. They include representatives from different areas such as facilitators (15), research institutes / universities (4), National Quality Associations (5) and Government Bodies (4).

Recent and planned activities

In addition to basic tasks such as admission, payment and reminder process the Secretariat was in charge of launching the new GBN Website and administrating the Social Media channels.

In 2019, basic tasks and the Administration of Social Media channels will be maintained. Planned activities contain the conduction of online meetings with the GBN Board and the GBN members, the Use of GBN Database with a CRM for the purpose of Email Marketing.

Chairman

Robin Mann was in charge of organizing the conference and will establish a strategic partnership with APQO to continue to organise the conference together in the future.

Director Business Development

In 2019, Dawn Ringrose will work with the Board to define long-term strategic goals and to negotiate and close business deals.

Furthermore, she will work with the GBN to build relationships (customer/supplier/partner) and to identify business opportunities.

In 2018 Dawn presented at meetings and events throughout the year:

- International Conference on Benchmarking, Iran, February 2018
- CMC Global Newsletter, March 2018 (65 countries)
- ASQ World Conference on Quality and Improvement, April 2018, United States
- ASQ Texas Section, June 2018, United States
- ASQ Blue Ridge Section (Virginia), July 2018, United States
- ICQEM, July 2018, Spain

- ASQ UAE, June and October 2018, UAE
- GEM Council, August 2018, Australia
- Flevy Executive Leadership Program, August and September 2018, United States
- Interfacing Webinar, September 2018, Canada.

She continued to work on the 'first global assessment on the current state of organizational excellence' that highlighted the GBN as a supporting organization and distributed the study.

Furthermore, she promoted GBN to potential partners and members.

Director Membership Engagement and Retention

Suresh Lulla informed on Best Practices as well as on Qimpro events and shared it with the GBN members.

Director Corporate Members

Terry Pilcher acted as a long distance judge for the Benchmarking Best Practice Awards and recruited our new colleague Jan from Ireland.

Election of Board Officers 2018

The board members were elected on the AGM 2018 in Abu Dhabi for the term 2019. The next election of officers will take place on the next AGM. The table on the right side 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)
Observers	Dale Weeks (USA), Holger Kohl (Germany), Jan Gallagher (Ireland), Tonnies van Dam (Netherlands)

IBCON and AGM 2019

During the APQO conference, it was officially announced by the president of the APQO that next year's APQO'S ICQ would be held in Indonesia. A possible joint IBCON along with the APQO conference is under investigation by the board.

Contact

Jan-Patrick Cap

GBN Secretary

Fraunhofer IPK, Germany

Phone: +49 / (0)30 / 39006-304

E-Mail: jan-patrick.cap@ipk.fhg.de



12th International Benchmarking Conference

The 12th International Benchmarking Conference took place in December 2018 as part of the global organizational excellence congress. The Global Organizational Excellence Congress was hosted and sponsored by the Abu Dhabi Chamber of Commerce & Industry (ADCCI).

In addition to the three-day IBCON, the International Conference of the Asia Pacific Quality Organisation (APQO) and several awards ceremonies were held, including the 3rd ACE Team Awards Competition and the 18th Global Performance Excellence Award.

The events targeted senior leaders in both the private and public sectors. As announced in the previous newsletter, the focus was on discussing best practice with delegates representing local companies, learning from the finalists who will participate in the International Benchmarking Awards and the International Best Practice Competition, learning from GBN experts around the world and demonstrating how benchmarking will improve business results, promote innovation and support longer term sustainability.

For an overview of all speeches that were given, you can find the presentations in the internal member area on the GBN homepage and the summaries under the following link:

<https://www.globalorganizacionalexcellencecongress.com/speakers/>

Welcome

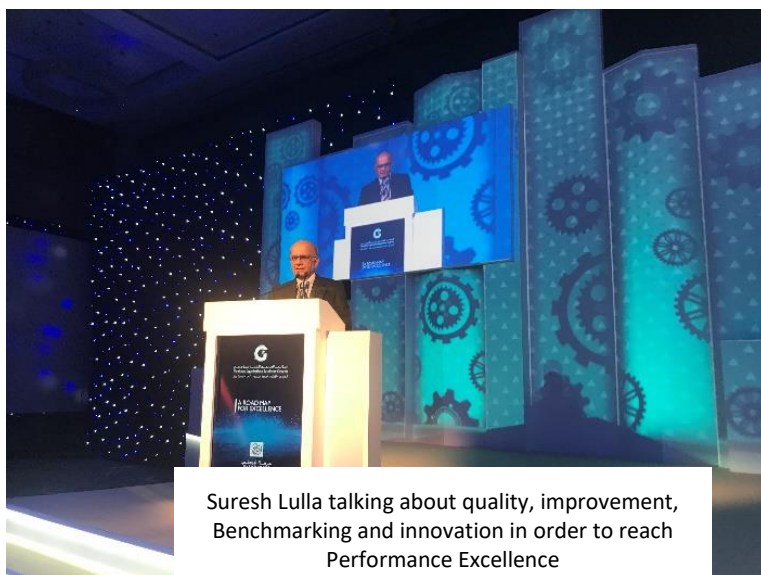
Robin Mann gave the opening presentation and introduced the agenda as well as the organisers, partners and the organising committee. He also highlighted the number of registered participants and their distribution in the member countries.

Quality, Improvement, Benchmarking and Innovation in the context of Performance Excellence

In his speech, Suresh Lulla clarified the importance of the customers to define quality.

In order to meet the customer's requirements, the entire process from purchasing to marketing had to be adapted to the customer's needs.

He emphasizes that quality improvement goes



hand in hand with challenging standards. In the best case, quality should be faster, better and cheaper. He cites simplification as the basis for innovation to make the product stand out.

As a core criterion for performance excellence, he names customer focus, followed by results as another important criterion. Leadership,

strategic planning, data, information, knowledge, workforce focus and operations focus should also be used.

Suresh Lulla also made clear that the challenges in terms of ensuring Performance Excellence are Product Life Cycles Shrinking, Attention Spans Shrinking, Digital Customers and Robotic Process Automation.

Industry 4.0 – Status, Implementation, Outlook

In his keynote speech, Prof. Dr.-Ing. Holger Kohl emphasized digitally integrated production (dip) or industry 4.0 as a promising solution for accelerating production processes and reducing costs. The challenge for many system suppliers is that customers order components from materials that are not designed for standard production processes. Coordination is therefore anything but simple in the case of custom-made products.

Digitally integrated production promises both intervention in existing systems and far-reaching restructuring of process chains. Despite changes in production parameters, the production of plastic components can be fast and economical thanks to integrated modular product, production and IT architectures. This is ensured by new technologies such as Modular Shopfloor IT, which flexibly combines production systems in new process chains and is thus able to realize customer-specific orders.

First Global Assessment on the current state of Organisational Excellence

Dawn Ringrose presented the "First Global Assessment on the Current State of Organizational Excellence", which was launched in May 2015. This research aimed to unite the quality professional on a common project and has been supported by the Global Benchmarking Network, ISO Technical Committee 176 and International Academy for Quality.

Dawn explained that the study is intended to provide data on the extent to which



Dawn Ringrose presenting the first Global Assessment on the Current State of Organizational Excellence

organizations have a culture committed to excellence and have deployed best management practices that are common to high performing organizations and found in excellence models.

She emphasises the link between implementing an excellence model and improving organizational performance and the study's objective of obtaining aggregated results that can be broken down into company size, sector and country (region).

After presenting the most important key data of the study, Dawn Ringrose makes clear the importance of the project for the development

of a global OE index and the added value it will create in the future.

She cites the possibility of strengthening the importance of excellence models, of contributing to the local economy, trade and resident quality of life and enabling all countries to participate, in a more competitive and sustainable way in the global economy.

Benchmarking the Competitiveness of Organisations

In his keynote speech, Khashayar Ataie presented a study in which he addresses competitiveness as a key criterion for assessing the success of companies. He emphasizes the importance for Iranian companies as they were confronted with a volatile external environment during the nuclear sanctions. Khashayar Ataie examines a model that takes into account a selected number of financial, economic and productive metrics as well as other metrics available from companies' financial statements. This study was applied to 29 selected companies in the pharmaceutical industry and 20 measures of the model were selected.

The study endeavours to examine whether the bigger or smaller firms are affected more severely by the nuclear sanctions through comparing their competitiveness over the mentioned time.

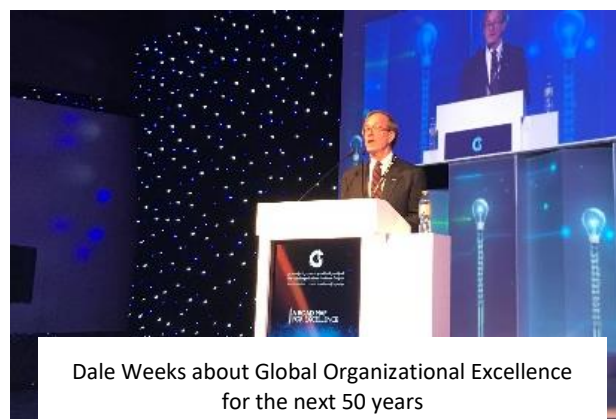
Global Organizational Excellence for the Next 50 Years: Where We Should Be Going and Why

Global organizational excellence frameworks have been around for 30 years. However, by



Khashayar Ataie presenting a study that states competitiveness as a key criterion for assessing success of companies

2018, on an optimistic basis in most nations, only 10-20% of individuals or organizations in 2018 know what these frameworks mean or actually use them to manage their businesses. Dale Weeks stresses that a "quantum leap" in performance results is needed. He raises the question of how and why to transform this situation to a level where 80% or more of our companies apply Performance Excellence principles on a daily basis.



Dale Weeks about Global Organizational Excellence for the next 50 years

In his presentation, he builds on the role that Edwards Deming and Joseph Juran and other leaders have played in the first 30 years and sets a specific global visionary direction for all global efforts to achieve excellence over the next 50 years.

Interview with Dr. Robert Camp

Besides all the speeches we could listen to on stage the co-founder of GBN, Dr. Robert Camp, told us about the beginnings of benchmarking and gave his forecast for the future.

Unfortunately, Dr. Robert Camp was not able to attend this year's IBCON. Nevertheless, we had the opportunity to have a video chat with him and experience the history of benchmarking. You can find the entire interview as well as the individual topic blocks under the following link:

<https://www.youtube.com/user/GlobalBenchmarking/videos>

Thank you very much for the great interview, Bob!

Tell us more about your background of Benchmarking.

I had my first experiences at Xerox, which popularized Benchmarking.

I was relieved of all my duties for six months of the Vice President of logistic because he knew that Benchmarking was going to be demanded of all operations in the company.

We then searched around for companies that did that similar kind of function but not necessarily in our industry. A company had 3-times faster pickup operations than ours. We visited them and found certain Best Practices. The key learnings despite the Best Practices themselves were we would not want to exactly copying the Best Practices. What we really wanted to do is understand what a Best Practice is and then hand it out to the operation people – people that were running the processes. That landmark comparison was popularized throughout to benchmarking circles.

What is Benchmarking for you?

You have to use a structured approach to change operations, doing that, Benchmarking has endured for these past several centuries for making positive and non-bias change.

You really need three things to have successful change. First, you have to be able to show that there is a need for change, secondly you have to determine what you want to change and thirdly you need to paint a picture so you can come back to the organization and say „look, here is what it will look like when we are done“. Learning from others is now accepted in all economic sectors and around the world.

“People choose to use Benchmarking as a part of their overall kit tools to improve.”

How do you see the future of Benchmarking?

There are several considerations, first: we see the processes remaining the same, the key steps are *what to benchmark*, *who to benchmark* and then accessing all the information sources in order to make sure that you have canvas to all developing databases.

The processes remain the same, but the technologies that support that processes are the things that are going to change in the future. Benchmarking is the search for exemplary work process methods. All the electronics that we have are contributor to making benchmarking more efficient. As well as search engines to find where we will a) find companies that are Best Practices and we should research further or b) understand what those best practices are in depth.

Examples are diagramming software or other softwares to put together the baseline of

yourself that you take to the Best Practice partner and then motivate them to participate.

Besides key technologies, there is one more aspect and that is availability in nowadays projects. Results are not efficient cataloged. Today there are available pre-packaged benchmarking case studies for looking for. They are available in form of data basis of professional associations and other organisations that have interest in their members.

How was the first time benchmarking?

There was a huge disbelief and skepticism. Most of the people in organisations are very proud people and proud of what they have done for their organisations. Seeing that others do something so significantly different can be a huge shock. One big learning that came out of it: make sure, that there is adequate preparation. We need to focus on critical processes and obtain the true understanding of best practices.

Which special hints do you have?

First, we encourage people not to copy best practices, but to bring that understanding of best practice back to the organisations. In order to improve of what you have learned you have to implement them creatively and innovatively.

Secondly, ensure that the steps of the process are followed and do not stop with the results.

Thirdly, do not become obsessed with data, there a couple of leading indicators and 85% concentrate on the understanding and only 15% on creating performance indicators or leading key indicators.

Lastly, better use data basis in your searching process. You should use research libraries, people working there know what keywords are to be used. They should be part of the benchmarking process.

*The Interview was conducted by our Secretary
Jan-Patrick Cap*

Contact

Jan-Patrick Cap

GBN Secretary

Fraunhofer IPK, Germany

Phone: +49 / (0)30 / 39006-304

E-Mail: jan-patrick.cap@ipk.fhg.de



Contact

Dr. Robert Camp

GBN Honorary President

Best Practice Institute, USA



6th Global Benchmarking Award

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. The award encourages organisations to share how benchmarking (comparing and learning from others) is an integral part of their improvement and innovation drive.

The finalists of the Global Benchmarking Award 2018 each gave a presentation on their individual benchmarking approach. They were then judged by the GBN's jury on leadership commitment to benchmarking, the pervasiveness of benchmarking, the formality of benchmarking and results achieved.

The announcement of the Global Benchmarking Award winner took place in the afternoon. We thank all finalists for their participation and congratulate the winner in 2018 - Road and Transport Authority!

Get an overview of what benchmarking approach our finalists take and what types of benchmarking are used in their organization.

Bahrain Polytechnic (Bahrain)

Bahrain Polytechnic deals with applied research and consulting as well as with technical and applied vocational training and short courses. They also follow a problem-oriented approach and are active in Bahrain and the Gulf region.

They define benchmarking as a process in which an organisation's internal processes are measured and then best practices from other exceptional organisations are recognised, understood and adapted. Benchmarking does not mean replication, but creating awareness of how much it can learn from other successful organizations.

They already use the comparison of data and information. It is conducted for critical aspects related to the Polytechnic's vision, mission and national strategy for higher education. They also benchmark activities, processes or results.

Dubai Electricity Water Authority (UAE)

Dubai Electricity and Water Authority (DEWA) was formed in 1992 to merge Dubai Electricity Company and Dubai Water Department, which had been operating independently before then.

They already use informal benchmarking through participation in workshops and conferences, networking with external parties, surfing websites and online databases and applications.

As formal benchmarking, performance benchmarking (collecting and comparing quantitative data on the performance of an activity to identify performance gaps) and practice benchmarking (focusing on collecting and comparing qualitative information on how an activity was conducted for adoption or adaptation) are used. The latter can be done through a practice benchmarking project or an outgoing benchmarking visit to another organisation.

Dubai Courts (UAE)

Dubai Courts defines benchmarking as a process of comparing best practices to continuously identify strategies, processes, performance and practices wherever they exist, to understand them and to benefit from them in the continuous development and improvement of performance.

In their organisation Internal Benchmarking, External Benchmarking, International

Benchmarking, Process Benchmarking and Occupational Benchmarking are in use.

Dubai Police (UAE)

The Dubai Police (DP) defines the benchmarking process as a comparison of performance with other police forces and international best practices. The Dubai Police identifies the strengths and weaknesses to compare functional activities and areas between DP and other companies that are considered the best in those activities or areas.

Since 2014, the Dubai Police has been applying the TRADE Best Practice Benchmarking methodology - a rigorous 5-step approach that includes the search for and implementation of best practices. DP's Quality Department has a benchmarking unit that measures the performance (strategy and deployment) of various police forces around the world as well as international best practices in various

sectors. Benchmarking activities are also organised in the Annual Strategic Plan.

Saudi Aramco (Saudi Arabia)

Saudi Aramco is one of the largest oil production companies in the world with headquarters in Dhahran, Saudi Arabia.

The Yanbu Refinery Department (YRD) defines benchmarking as the process of comparing performance and best practices between companies within Saudi Aramco with the aim of identifying improvement opportunities for internal benchmarking. It also represents the process of comparing organizations outside Saudi Aramco with external benchmarking in performance.

YRD utilizes four types of benchmarking namely; metric, process, competitive, and strategic. The internal benchmarking is carried using the Metric and Process types while the external benchmarking is carried using Competitive and Strategic types.



The winner, Road and Transport Authority, and runners-up with the Judging panel and Abu Dhabi Chamber's Director General Mohamed Helal Al Mheiri & Congress Chairman, Professor Hadi Eltigani

Winner of this year's Global Benchmarking Award – Road Transport Authority (UAE)

We congratulate this year's winner of the Global Benchmarking Awards Road Transport Authority from the United Arab Emirates!

How they define benchmarking, how they implement it in the company and what goals they have achieved so far can be found in the following summary.

About

The Roads and Transport Authority comprises five agencies and three sectors, covering a wide range of business areas and services in the field of infrastructure and public transportation, which include buses, taxis, metro, tram, vehicles licensing and road and traffic services. With more than 3,000 full time staff across 43 departments and an annual budget of AED 10.5 billion (2018), RTA is a powerhouse steering key projects in Dubai and is at the heart of the Emirate's future development strategies.

How do they define Benchmarking?

RTA uses all forms of benchmarking in all its core business areas and support functions. The goal of a benchmarking framework is not only to compare results with leading companies, but also to learn from their experiences and adopt best-in-class practices to become a world leader in public transport.

"The process of continuously reviewing global and local best practices and success stories that pertain to strategies, operations, processes, systems, performance and technology in all of RTA's business areas and functions with the aim of understanding and utilizing them in the process of continuous improvement and updating RTA's strategic plan."

Every formal benchmarking activity conducted is linked to one or more of RTA's strategic goals and objectives in order to ensure adequate strategic alignment.

Pervasiveness of benchmarking

Benchmarking in RTA is deeply embedded in the culture of the organization and is closely intertwined with the knowledge management framework.

Benchmarking is conducted both formally and informally. Informal benchmarking is usually conducted as part of the day-to-day improvement activities through simple web search and social networking. Formal benchmarking is done in a more structured manner and is managed by the Knowledge and Innovation Department, using the TRADE methodology. This includes visits to leading organizations within or outside the UAE, as well as structured desk research.

Every department in RTA is mandated to conduct at least one benchmarking project/activity per year in its core business areas, thus ensuring that benchmarking is conducted by everyone in RTA and not restricted to certain organizational units.

As clear statement of intent from RTA Senior Management in spreading the culture of benchmarking in the organization, strategic partnerships with renowned international associations were signed, which were centred on benchmarking in the public transport sector.

Formality of Benchmarking

Every department conducting a benchmarking project or activity has to adhere to the TRADE standards and fill out forms before and after the benchmarking activity.

It is also important to note that benchmarking partners are carefully selected using a set of criteria outlined in the benchmarking manual.

In order to maintain a robust knowledge base for benchmarking, RTA has a number of partnerships and memberships in global associations.

In addition to these partnerships and memberships, awareness sessions about free benchmarking sources (e.g. Transport Research Board) are also conducted to assist staff in conducting desk research.

Results achieved

On average, RTA conducts 40-50 benchmarking projects and activities per annum. 251 benchmarking activities were conducted since 2013. The impact from benchmarking in RTA has been very positive, ranging from process improvements to adding or modifying services to customers to launching major projects.

In the course of the benchmarking activities, the number of fatalities caused by novice

drivers could be reduced by 75%. To enhance driver training systems, a team of directors and department heads conducted a benchmarking visit to Japan to learn from their best practices in the field of driver training and licensing.

In addition, a cost-benefit analysis is carried out for each formal benchmarking action, comparing the costs with the financial and non-financial benefits. It is part of the automated benchmarking cycle.

Contact

Jan-Patrick Cap

GBN Secretary

Fraunhofer IPK, Germany

Phone: +49 / (0)30 / 39006-304

E-Mail: jan-patrick.cap@ipk.fhg.de



Contact

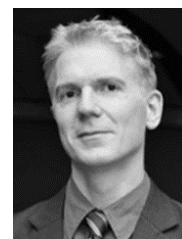
Dr. Robin Mann

GBN Chairman

Centre for Organisational
Excellence Research, Massey
University

Phone: +64 6350 5445

E-Mail: R.S.Mann@massey.ac.nz



GBN Members Insights

Our Members and their

Definition of a best practice

What is a Best Practice?

"Best practice is a technique or methodology that, through both experience and research, has proven to reliably lead to a desired or improved result. The trick is to make sure that it is applied to your particular circumstance and not just copied without thought."

Terry Pilcher, England

BCS Management Services



Dale F. Weeks, USA

**Global Leadership and
Benchmarking Associates (GLBA)**

"A best practice is a proven continuous improvement idea, practice, process or approach that produces superior performance results.

And, the items that are mandatory elements in this definition - (1) The item must be provable - an external, 3rd party assessment validates why the item was selected (some front end selection criteria...) ; (2) the item must be related to growth, development, and progress toward continuous improvement or related factors; (3) The item must be chosen because it yields superior or a quantum leap in results...not just any practice is sufficient....a large increase or a substantial increase in performance. In brief, then, the word BEST has to be EXPLICITLY measured in this definition, otherwise any practice will do on a self selection basis and the definition then has no meaning at all to drive performance improvement."

"Evaluation is usually a matter of measuring ourselves with respect to the others, and this involves subjective decisions concerning "who" the others are and "which" situation we would like to tend to. In all these cases, the measuring process only makes sense if carried out in relative terms with respect to a particular "moment" - i.e., the "benchmark case". As an output of this "benchmarking analysis", it is always possible to identify the situation with the highest value: that situation is the BEST PRACTICE."

Massimo Del Gatto, Italy

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



GBN Members Insights

Our Members and their

Definition of a best practice



Dawn Ringrose, Canada

Organizational Excellence Specialists

My definition of best practice is “an approach or method that has been shown by research and experience to produce desired results”. The Organizational Excellence Framework is a unique publication that captures the definitions of best management practices found in leading excellence models and provides implementation guidelines used by seasoned management consultants.

Recognizing Best Practices:

- Produces superior results (25% above normal)
- Clearly a new or innovative approach
- Deemed best by customers or suppliers
- Recognized as best from three sources
- Received an external award for the practice
- Recognized by an industry expert
- Patent awarded for the practice
- Leads to exceptional performance

Dr Robert Camp, USA

Best Practice Institute



Bruce Searles, Australia
Benchmarking Partnerships

Regarding what is a Best Practice we often relate it to "something that others see that they can adapt to significantly improve their performance".

This then relates to the true aim of benchmarking ie to learn from and share with others "how" to improve.

Thus what you are sharing is a "best practice" in the eyes of others. This creates a pride in your own organisation because others want to learn from you about something you are doing well (often subconsciously). This pride encourages detailed sharing of your "how tos" to help others to learn how to improve their own organization.

„A best-practice is something that a specific individual or organization recognizes as a reference to learn from. The important aspect is that the best-practice is not being copied but adapted to the specific demands of the one who defined it as a best-practice.”

Jan-Patrick Cap , Germany

Fraunhofer IPK, Information Center Benchmarking

GBN Secretary



Announcement

BestPrax Benchmark 2019

For Excellence in Managerial Practices

Overview

BestPrax Benchmark is a competitive recognition for an organization that nurtures an orchestra of Best Practices...delivering Performance Excellence.

The competition is promoted in three Governance Categories:

- Leadership
- Management
- Operations.

Organizations from the manufacturing and service sectors may compete in three Governance Categories. The competition process is identical in all three categories.

The assessment process is driven by the online BestPrax Barometer, an assembly of over 120 managerial practices in 12 management categories.

The Leadership Categories are Leadership, Strategic Planning and Business Results. Management Categories are Customer and Market Focus, Measurement, Analysis, & Knowledge Management, Cost of Poor Quality, and Human Resource Focus. Operations Categories are Value Creation Processes, Support Processes, Supplier Partner Focus, Improvement / Innovation and Internal Quality Audits.

Further information available at:

<http://www.bestprax.com/benchmark.aspx>

<http://bestprax.com/photos.aspx>

“

...really well done on the Conclave! It was a major success and you should feel really proud!

Dr. Robin Mann, Massey University, New Zealand

... I noted with interest your pre-Roadshow Conclave and selection of best practice organizations. I think this step was commendable and should add significant value to the Roadshow event. You all are to be commended...

Dr. Robert Camp, Best Practices Institute, USA

”

Contact

Suresh Lulla

GBN Director Membership
Engagement and Retention

Founder & Director
BestPrax Club Pvt. Ltd

Phone: +91-22-66348701

E-Mail: ssl@bestprax.com



Contact & Imprint

Fraunhofer IPK

Jan-Patrick Cap, GBN Secretary

Information Centre Benchmarking at
Fraunhofer IPK

Pascalstr. 8-9, 10587 Berlin

Germany

Phone: +49 / (0)30 / 390 06-304

Fax: +49 / (0)30 / 393 25 03

E-Mail: jan-patrick.cap@ipk.fraunhofer.de



COER

Dr. Robin Mann, GBN Chairman

Centre for Organisational Excellence
Research

School of Engineering and Advanced
Technology

Massey University

Palmerston North, New Zealand

Phone: +64 6350 5445

Fax: +64 6350 5604

E-Mail: R.S.Mann@massey.ac.nz



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