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In memory of Terry Pilcher

Welcome our new member

Minutes of meeting 2019

Dubai we learn – government excellence makers program

Qimpro Awards & QualTech® Prize 2019

Quality Fable

**Final Report on the First Global Assessment on the Current
State of Organizational Excellence**

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Dear GBN Members

With deep sadness, the GBN received notice that our member and Director Corporate Members Terry Pilcher passed away on 21st September 2019. He will be remembered for his humour and contribution to the GBN over many years. This newsletter is dedicated to Terry, as the members of the GBN Network share their fond memories of him.

Our deepest sympathies and thoughts are with his wife Brenda and family.

A handwritten signature in blue ink, appearing to read "Jan-Patrick Cap" followed by a stylized flourish.

Jan-Patrick Cap
GBN Secretary

A handwritten signature in blue ink, appearing to read "Dr. Robin Mann" followed by a long horizontal line.

Dr. Robin Mann
GBN Chairman

In memory of Terry Pilcher



Terry Pilcher, board member of the GBN, passed away on Saturday 21st September after battling with illness for the last few years.

Terry had been a member of the GBN since 2001 and was a leading driver of benchmarking in the UK particularly in his role at the Department of Trade and Industry. Whilst his impact and insights on benchmarking will be sorely missed, it is with deep fondness that we remember the friendship and humour that he brought to the GBN.

Our memories of Terry

Unfortunately I never met Terry in person and only once during a board conference call. What I respect about him is that Terry remained interested in and concerned about the GBN and benchmarking even during periods of illness. This shows that to him benchmarking and the GBN were not a responsibility, but more a passion. Passion about benchmarking and bringing this to the world.

***T Dam,
Compare 2 Compete B.V.***

Terry was passionate about best practice discovery and understanding found through benchmarking. He was a refreshing voice in the GBN with a unique view and opinion articulated in the traditional British dry humour.

His specialty was focusing on small businesses and their critical need for adoption of best practices where traditional resources for conducting benchmarking were obviously limited.

It was a unique and crucial need, which he championed and for which he should be deservedly recognized. His presence will be missed. Rest in peace. BOB

Dr. Robert Camp, Best Practice Institute

I had the honour of knowing Terry for almost 20 years, first as a client and subsequently as an associate and colleague. Reflecting on this time, the characteristic that always shone through was his commitment to benchmarking and his desire to grow its use, value and importance. When Winning Moves was working for him as a contractor he rightly expected a lot from us, but was always fair and worked with us to ensure we moved forward as one team. Over the years, I've discovered that the most rewarding people to work for and with are those that genuinely care about what they do and inspire those around them to achieve more. Terry was most definitely in that category. Most importantly though, I will fondly remember the friendship that developed over the years and the enjoyable times spent talking and laughing together, often over a beer or two. Rest in peace Terry, it's been a pleasure to know you.

***Mark Modena,
Winning Moves Ltd***

Building on his work with government and business, Terry offered great breadth and depth of experience in organizational excellence and benchmarking. I admired his passion for these topics and the contribution he made to the Global Benchmarking Network. As a fellow Board Member, I really enjoyed Terry's dry British humour when we gathered at meetings and conferences and the sense of family we shared when providing moral support as he faced health challenges. He will be sorely missed.

***Dawn Ringrose, Organizational Excellence
Specialists, Canada***

In memory of Terry Pilcher

Robin Mann, Centre for Organisational Excellence Research

I am not sure exactly when I met Terry, I think it was when we both joined the GBN in 2001 and attended the AGM in Madrid. I do remember that after attending this event we were both very excited to be part of the GBN and determined to make a difference. Indeed, at that first meeting we proposed a workgroup should be formed to review the GBN's MoU and its services. This led to a workgroup being set up consisting of Terry, Inez Gomis (Spain), Pieter van Schalkwyk (South Africa) and myself and spending a week in Pretoria in 2002 brainstorming and developing strategies for the GBN. This led to changes to the MoU, changes to how AGM's were run, and the creation of the GBN website. The origins of funded projects and the GBN Award can also be traced back to this meeting.



Terry in Berlin at GBN's Annual General Meeting 2004

Over the next few years we became firm friends. We met frequently at international conferences as Terry was leading the Small Business Services at the Department of Trade and Industry (DTI) and promoting the benchmark index (he always travelled with his side-kick and great friend Tony Kennedy, with both enjoying late nights and a drink before conferences often meaning I stayed with them and was not at my best the next day). In 2004 he left the DTI and started his own company

BCS Management Services. We then worked together, he represented my company BPIR.com Limited in the UK and was successful in securing contracts with the British Quality Foundation and Quality Scotland.

Terry from a benchmarking perspective made a huge contribution particularly for SMEs. Terry was instrumental to the success of the Benchmark index which is now carried forward by Winning Moves and IPK Fraunhofer and used in over 20 countries. Terry also had responsibility for the Inside UK Enterprise national visiting initiative (IUKE), this was very popular with companies sharing their best practices and lives on today in the form of the Onsite Insights service. Terry was a strong promoter of benchmarking full-stop, for example, he was responsible for securing DTI funds to pay for 1,000's or 10,000's of hard copy publications of GBN books promoting the GBN and benchmarking worldwide. I still have a couple of boxes of these books in my office in New Zealand as so many were published!

Most of all I remember Terry for how he treated my father with great dignity when my father was very ill. When I visited the UK, I would stay at my father's and Terry came to pick me up for business trips when we travelled up north. Terry made a big impression on my father with his humour and stories, my father liked the chats they had (my father had a background in quality and would talk to him about these issues).

Terry, you will be missed.

Robin

A Tribute to Terry Pilcher

An Engaged GBN Board Member and True Global Friend

Dale F. Weeks, Global Leadership and Benchmarking Associates



I first met Terry in December 2012 in Auckland, New Zealand at our annual conference that year sponsored by Robin Mann and COER. My first introduction to him was, as I recall, on our way to our formal conference meetings from our somewhat pleasing “dormitory style” condominium apartments that were provided to us as speakers and/or participants.

Given his background working in the public sector in the UK, I asked him had he ever heard of, or watched, the television comedy series entitled: “Yes, Prime Minister/Yes Minister”? He immediately replied, “Yes, for sure, that was me (Sir Humphrey) or was very close to what I did for many years in government in the UK!!!” For those not familiar with this series, take a quick look at these links and watch at least one episode:

<https://www.youtube.com/watch?v=rvYuoWyk8iU>

https://en.wikipedia.org/wiki/Yes_Minister

As a result, as we discussed this sitcom series in detail, I knew this was a man with an in-depth, self-deprecating sense of humour who truly enjoyed life on many levels. I then said to myself, I would like to get to know him much better over the coming months and years, which is what I did, to my great pleasure.

That “getting to know him” effort continued for the next 6 to 7 years on many levels in several locations across the globe. At various GBN events, we shared specific common thoughts and reactions about how government in both the UK, the United States, and the world, for that matter, should work from a continuous improvement, performance excellence perspective.

Beyond his humour and engaging personality, Terry had a very serious, long term commitment to proven global customer service and client service excellence in government and beyond, as evidenced by the many presentations and reports on such topics he shared with us and his audiences over the years. His discussion and delivery of his ideas was characteristically low-key, yet very impactful in the severity of the content of his thoughts.

His central message for government performance to me was this: “We can and must do better, to meet and exceed global public sector excellence standards, as demonstrated by selected case studies all over our world.” Also, his continued involvement as a leader in our GBN organization and in his BCS consulting practice well after he left his positions in UK government, demonstrated his broader

A Tribute to Terry Pilcher

An Engaged GBN Board Member and True Global Friend

commitment to service our global citizens and thereby have a meaningful impact on improving our world.

And, if I may add, Terry extended that commitment to world-wide continuous improvement by willing to personally remain involved with many of the tougher and more embedded, more intense sides of global benchmarking. Here is the example he cited to me in that regard. Upon supporting and completing a detailed, formal report on benchmarking for a government agency, his client posed the question: “What do we do now – you/we have finished our initial assignment and we can move on, or what is next?”

Terry replied in his explicit, straightforward manner, words to the effect: “We have only just begun. Now we have to move on to implementation and deployment of all of our ideas, which may take months and years to finish. This is a continuous improvement journey that succinctly explains what we do on many levels. That was his enduring life’s message.

Beyond the above, even in early 2019, Terry was willing to continue this message and help others on a larger global scale. When I applied for a senior leadership position in an association “way over” here in the State of Minnesota in March/April, he took the time and effort to write an exceptional letter of recommendation to support my evolving opportunity. I remain grateful for that effort on his part, given our common commitments to global performance excellence.

Finally, on a personal friendship level, since 2012, my wife and I have visited Terry and his wife Brenda on several occasions in London and

Cambridge (at selected Pubs with great British beer and food!!). Then in June 2019, this year, visited them in Norwich and had the distinct opportunity to stop at his home, along with a day-long excursion to the “Queens Holiday Castle” and former train station nearby.

Terry and Brenda were, and remain, our Royal Family from the UK!

May Terry’s leadership contributions endure as a permanent and lasting part of our GBN history and legacy as we move forward in the years to come.

Sincerely,

Dale F. Weeks

Welcome our new member

Country Member:

Lithuanian Association for
Quality Management and
Innovation

Introduction

The Lithuanian Association for Quality Management and Innovation (hereinafter - LKVIA, Association) is a voluntary association of people and organizations who actively develop quality management practices and innovations in the management of organizations and the country as a whole.

Association carries economic, social, cultural, educational, research tasks and functions.

The broad aims of the Association include a focus on economic, social, cultural, educational, research tasks and functions areas.

Its purpose is to improve the well-being and quality of life of Lithuanian people by improving the efficiency and quality of organizations. The Association represents and cares about the socio-economic interests of its members, promotes quality management and innovation management services and their benefits.

Vision

LKVIA is the most reliable and highly professional source of knowledge on quality management and innovation.

Its **mission** is to unite current and future professionals in the fields of innovation and quality management, to assist and to influence organizations and representatives of public administration, science, business and public sector that operate in the country.

Goals

- To respond to public interests and carry out activities beneficial to society by promoting entrepreneurship, innovation and increasing the competitiveness of Lithuanian companies.
- To improve the business and scientific environment in Lithuania by providing information related to quality management, innovation and education.
- To promote cooperation between science, business and public management organizations.

Strategic directions

Quality management and innovation at the individual and specialist level

- Courses, training, seminars, discussions.
- Good practice and knowledge exchange visits.
- Study programs:

Master in Quality Management.
Innovation and Technology Transfer
Management Degree Program.
Degree Program in Sustainable Development,
Circular Economy and Sustainable
Development.

At the Organizational level

- Raising the level of organizational culture and quality management maturity.
- Cultivating a culture of organizational science and innovation management and entrepreneurship.
- Consulting organizations on the implementation of integrated management systems and innovations.

Welcome our new member

- Expert evaluation and auditing.

At the National level

- Increasing business competitiveness, by promoting science-business cooperation.
- Innovation in Transport, ITC, Industry 4.0 areas.
- Formation of proposals and provision of expert opinion to the Lithuanian authorities.
- Participation in science and business projects that solve practical problems in achieving sustainable development goals.
- Organization of national quality management, innovation competitions, awards.
- Social business promotion, consultancy; initiation of social innovations.
- Active participation in the implementation of the Socially Oriented Green Economy (SOGE).
- Representation in the Council of Small and Medium-Sized Enterprises (SMEs) of Lithuania.
- Representation in the Council of the Lithuanian Scientists' Union (LMS).
- Participation in the implementation of the 4th Industrial Revolution Roadmap for Business.
- Participation in educational and scientific reform implementation activities.

At the International level

- Representing Lithuania on quality and innovation management issues, sharing

best practices and challenges at international level.

- Participation in the International Guild of Professional Professionals.
- Participation in the International Innovation Contest.
- Participation in international projects, knowledge sharing and good practice visits.
- Publicity of Lithuania's Advanced Ideas in Quality and Innovation Management at International Conferences.

Members

- The association is made up of members from the business, science and public sectors.
- Members are individuals and organizations,
- We believe that only by working together we can achieve our goals.

Contact

Prof. Dr. Dalius Serafinas

President

Lithuanian Association of Quality Management and Innovation

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Minutes of Meeting

Minutes: GBN's 3rd and 4th Spotlight Knowledge Sharing Session

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

The IBCON 2018 was a great success with over 1000 participants. Additionally, the GBN is constantly working on getting members.

2. Knowledge sharing

Robin Mann, Centre for Organisational Excellence Research, recently launched the 1st Best Practice Report of the Business Excellence Series consisting of more than 30 reports. Each report focuses on a criteria item of internationally recognised Business Excellence Models. Together all the reports will provide a blueprint of how to become a world-class organisation. The first report of six on leadership provides best practices on "Vision, Mission, and Values". All GBN members have free access.

Furthermore, 26 countries are involved in the *Excellence Without Borders* project (<https://www.excellencewithoutborders.org/>) studying the how countries promote business excellence.

Participating countries are shown here and there is still time to participate:

<https://www.excellencewithoutborders.org/participants/>.

The *Dubai We Learn* projects are in the 3rd cycle with 11 more projects. Advice on benchmarking partners for these projects would be much appreciated: <https://blog.bpir.com/category/dubai-we-learn/>

Tonnis van Dam, Compare to Compete is working on Benchmarking with the golf industry across Europe and collaborating with national associations. Additionally, he is also working with European football stadiums, in the course of which a project was started in July. Furthermore, he is involved with Salary Benchmarking for accountants.

Dale Weeks, Global Leadership and Benchmarking Associates (GLBA), is working on Public sector excellence and already has two potential clients. Furthermore, he is collaborating with economic development agencies in terms of global entrepreneurship and continuing to pursue the next collaborative steps for the future of Global Performance Excellence as presented at our Abu Dhabi conference. This includes working with Dawn Ringrose and other excellence organizations across the world.

Moreover, Dale is working on benchmarking best practices in startup eco-systems.

Besides that, he will investigate the computing history of the computer industry in Minnesota in order to identify how companies dissipated and to analyze why companies failed. In the course of this, best practices will be identified and an online movie will be available.

In addition, he is linking ICCS and a company from Fort Collins, Colorado, with Canada as follow-up from the IBCON 2018.

Finally, Dale is working with a High-Tech association to see global comparison of High-Tech countries.

GBN News

Minutes of Meeting

Dawn Ringrose, Organizational Excellence Specialists, is working on a number of benchmarking projects with clients in the oil & gas and construction industry sectors.

The 'first global assessment on the current state of organizational excellence' is being continued. Over the course of the study, the interim and final results of this inaugural four-year study have been presented by members of the research team in number of countries (Canada, China, India, Iran, Slovenia, Spain, United States, United Arab Emirates). In the coming months, a number of special reports will be prepared providing a more in-depth snapshot for a number of high responding countries.

One of the licensed team members at Organizational Excellence Specialists, Zillay Nawab, has recently been appointed as Director of the Pakistan Management Excellence Award Secretariat. He is looking forward to doing benchmarking projects with the GBN and inviting Board members to present at a national conference on best practices that will be held in 2020.

Patrick Cap, Fraunhofer IPK, is finished a benchmarking study across 50 manufacturing facilities of an engine manufacturer.

Nancy Nouaimeh, AVP- Quality, Safety & Performance Excellence, is working for a private company and an active volunteer/member leader for the American Society for Quality. She has been on the Board of Directors since January 2019 and regional director for EMEA. The main focus is enhancing member value, engagement and satisfaction. Additionally, she is putting up a virtual regional center for the same, supporting geographic communities activities and offerings. She is studying the company and identifying needs for benchmarking in the company.

Terry Pilcher, BCS Management Services, was very committed to the GBN until the end and worked on value mapping.

Anders Fundin, Swedish Institute for Quality, recently launched an updated version of the SIQ Management model together with a Handbook for the SIQ Management model available for free in English (<http://siq.se/en/>). SIQ is currently working on a number of research project applications on how to increase adaptability in Management models. The research institute also just launched the date for the next international conference Excellence Summit 2020 (<https://excellencesummit.se>).

3. Spotlight Session –Association Benchmarking (Tonnis van Dam)

Industry benchmarking is different to competitor analyses, it focuses on strengths and weaknesses of each company and how to stay alive and improve. The quantitative benchmarking is based on KPIs, in a second step best practices are identified. See presentation:

https://www.globalbenchmarking.org/wp-content/uploads/2019/11/20190617_GBN_Member_Call_Benchmarking-for-associations.pdf

GBN News

Minutes of Meeting

4. Spotlight Session – Benchmarking Best Practices for Global Startup Ecosystems (Dale Weeks)

In his presentation, Dale Weeks discussed interactive Performance Metrics within the framework of Benchmarking Best Practices for Global Startup Ecosystems.

See presentation for details:
https://www.globalbenchmarking.org/wp-content/uploads/2019/10/20190917_DFW-GLBA-GBN-SPOTLIGHT-BEST-PRACTICES-FOR-STARTUPS-DISCUSSION-SEPT-17-2019.pdf

5. Open discussion and outlook

The next meeting is planned for January and Nancy will host the session.

Attendees:

- **Dr. Robin Mann** (COER)
- **Terry Pilcher** (BCS Management Services)
- **Anders Fundin** (Swedish Institute for Quality)
- **Dale Weeks** (Global Leadership and Benchmarking Associates)
- **Dawn Ringrose** (Organizational Excellence Specialists)
- **Nancy Nouaimeh** (Individual Member/ Abela & Co- UAE)
- **Tonnies van Dam** (Compare 2 Compete Netherlands)
- **Jan-Patrick Cap** (Fraunhofer IPK)

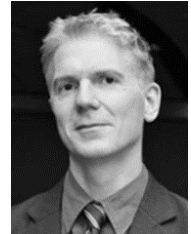
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GBN Member News

Dubai we learn – government excellence makers program

Centre for Organisational Excellence Research, New Zealand

2nd KNOWLEDGE SHARING SUMMIT

By Dr. Almas Tazein, Centre for Organisational Excellence Research Researcher

On Wednesday 31 July 2019, the Jumeirah Emirates Towers Hotel, Dubai, United Arab Emirates witnessed the 'DUBAI WE LEARN – EXCELLENCE MAKERS PROGRAM 2nd KNOWLEDGE SHARING SUMMIT'.

The Summit saw spectacular Team presentations, where all the eleven teams displayed vitality and vigorous execution of their plans so far. The qualities that seemed to be sweeping across the teams were: honesty of their intent to make a positive difference, and genuineness in their careful efforts to integrate their goals.

Dr. Ashraf Mahate, Chief Economist - Trade and Export Market Development, Dubai Exports,

encapsulated his views as

“

Dubai We Learn is a real eye opener as it allows us to see how other Dubai Government Departments are using the TRADE Benchmarking Methodology. In particular, we are interested to see how different problems or challenges are tackled and

the corresponding results. We found the session to be highly informative, especially the presentations which were packed with a lot of detail in a short space of time.

We are highly inspired by the innovation and productivity improvements that can be made through benchmarking. As a direct result of the Dubai We Learn session, we are now planning to visit some of the relevant departments. In this way we hope that our entire team will benefit from it.

”



Dubai We Learn benchmarking teams at the 2nd Knowledge Sharing Summit

The [Center for Organisational Excellence Research](#) (COER), New Zealand, has been orchestrating the learning, knowledge gathering and wise execution of the Dubai We Learn initiatives (now in their 3rd year cycle) in tandem with Dubai Government Excellence Programme (DGEP). COER amiably assists the teams to use the [TRADE Best Practice Benchmarking Methodology](#) to find and implement best practices and empowers the teams to reach a 7-Star level of excellence that assures long-term sustainability and future relevance.

GBN Member News

Dubai we learn – government excellence makers program

Centre for Organisational Excellence Research, New Zealand

Following are the 11 Government of Dubai entities and their project initiatives

the DCAS team but it also shows a best practice in terms of presentation slide design!

1.	Dubai Health Authority	Dubai Heart Safe City Project Aim: Make Dubai the "Heart Safest City" in the world by improving the out-of-hospital post-Sudden Cardiac Arrest (SCA) survival rate.
2.	Dubai Corporation for Ambulance Services	Moonshot: Is Where Magic Happens Project Aim: Develop a vibrant Moonshot innovation ecosystem, culture and practices to further their readiness for the future.
3.	Dubai SME (Agency of Department of Economic Development)	Improving Entrepreneur's Business Guidance & Start Up Services Project Aim: To improve the process of qualifying and supporting entrepreneurs to start viable businesses.
4.	Community Development Authority	Enabling Happiness Project Aim: Identify and implement best practices in implementing transforming projects & initiatives that engage, empower, and enlighten employees leading to elevated levels of employee happiness, loyalty, motivation, communication, innovation and productivity.
5.	Dubai Police	Airport Secure Luggage (Safe Bags) Project Aim: Find and implement best practices in airport baggage security in order to enhance efficiency and operational capacity of the inspection process at Dubai International Airport and Dubai World Central by EXPO 2020.

6.	Dubai Municipality	Digital Transformation of Contracts Project Aim: Accelerate the processes of service contracts completion period from an average of 120 days to 45 days in 2019.
7.	Roads & Transport Authority	Return on Innovation for Agile Innovation Journey Project Aim: To develop a simple and reliable approach for measuring and communicating Return on Innovation (ROI) that is aligned to RTA's strategic needs to culminate in an Agile Innovation Journey P.S. On 29 July 19, while exiting the gates of RTA's incredible Enterprise Command Control Centre (ECCC) after a team meeting, I told myself, "Ok! So, did I just visit the NASA of roads and transport operations? I believe I did!"
8.	General Directorate of Residency & Foreigners Affairs	Cooperative Integration System Project Aim: Identify and implement best methods and practices that will lead to an affective integrated system between GDRFA's Strategy, Innovation, PMO, Operations and Excellence departments.
9.	Dubai Electricity & Water Authority	EV Green Charger 2.0 Project Aim: Develop human centric EV charging station, which supports a seamless customer experience.
10.	The Executive Council	Corporate Agility Project Aim: Identify and implement best practices in agile project management to enable a sustainable culture of fast and more efficient project management within TEC.
11.	Dubai Land	Smart Property Valuation Project Aim: Provide an instant, reliable and robust unit valuation service.

After the first session of the Summit while I was in an engaging conversation with Maha Al Suwaidi, Project Manager, Dubai Government Excellence Program, she said,

"The presentations have been very interesting. Most important is that the teams have to measure the impact after implementing their projects. We are encouraging these projects to not only focus on incremental improvements but also reflect global trends within their projects, for example, to consider artificial intelligence as a best practice. It is a leading initiative that DGEF launched because it helps to sustain and reinforce the competitiveness of Dubai as a knowledge sharing hub in the public administrative field. Dubai We Learn will help develop government employees' capabilities using best practices tools such as TRADE."

Dr Ayesha's presentation on DCAS' Innovation Project was one of the highlights of the day. Not only does it show the progress being made by



Dr Ayesha, Director Strategy & Corporate Excellence, DCAS, presents DCAS' Innovation Project "Moonshot: is where magic happens"

For more information on Dubai We Learn:

<https://blog.bpir.com/category/dubai-we-learn/>

GBN Member News

Dubai we learn – government excellence makers program

Centre for Organisational Excellence Research, New Zealand

Excellence Without Borders – Report Released for Public Use

by Saad Ghafoor, PhD Researcher for Excellence Without Borders, Center for Organizational Excellence Research

The [Centre for Organisational Excellence Research](#) launched the project [Excellence Without Border](#) in July 2018. All the known [Business Excellence \(BE\) custodians](#) that had held a BE award between 2016 and 2019 were deemed eligible for participating in the project. From the 55 countries that met this condition, 26 countries participated with some countries having more one BE custodian participating. 10 countries also participated in validating the survey; improving its wording and language. This helped to make the terminologies more relevant to the different participants for example the ones that follow EFQM based terminologies or MBNQA terminologies.

The project intended to answer the following questions:

- How do business excellence custodians design business excellence frameworks/ models?
- How do business excellence custodians promote the use of business excellence in their countries?
- How do business excellence custodians facilitate the use of business excellence in their countries?
- How do business excellence custodians award and recognize business excellence in their countries?
- What are the support structures for business excellence in different countries?
- How do the business excellence custodians measure the success of their business excellence frameworks/ models?

GBN Member News

Dubai we learn – government excellence makers program

Centre for Organisational Excellence Research, New Zealand

Country	Survey	Interview	Country	Survey	Interview	Country	Survey	Interview
Argentina	✓		Finland	✓		Saudi Arabia	✓	
Australia	✓		India	✓		Scotland	✓	✓
Canada	✓		Japan	✓		Singapore	✓	✓
Costa Rica	✓	✓	Jordan	✓	✓	Spain	✓	
Czech Republic	✓	✓	Malaysia	✓		Sweden	✓	✓
Ecuador	✓	✓	Mexico	✓		UAE	✓	✓
El Salvador	✓		Netherlands	✓	✓	UK	✓	
Estonia	✓		Peru	✓	✓	US	✓	✓
Europe (EFQM)	✓	✓	Philippines	✓	✓			

An additional survey for organisations that are on the business excellence journey is now underway – if you represent one of these organisations and would like to participate in this research please [click here](#).

29 BE custodians from 26 countries submitted their surveys and 13 of the participants also contributed in the form of interviews/ Skype discussions.

Once the responses from 29 BE custodians were compiled, the initial draft of the report was sent out to the GEM Council for approval. After approval, the draft was sent to the participants for internal validation. This version of the report was only for internal use by the project participants and not for public release.

From this version a second version was created for public release – the **PUBLIC RELEASE VERSION**, [DOWNLOAD HERE](#), shows aggregated responses and excludes the names/ indications of the participants.

Future Research

Further to the EWB project, the participants that were interested in involving business excellence assessors were also provided with another survey specially designed for business excellence assessors. Preliminary results from that survey were shared with the participating countries.

Contact

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GBN Member News

Qimpro Awards 2019

13 November | Mayfair Banquets, Mumbai

Celebrating Excellence in Quality

Recognized as the country's premier quality citations, Qimpro Awards were conceptualized in 1989 by Dr J M Juran - the Quality Guru who catalyzed the quality revolution in Japan post World War II.

Dr Juran believed that for a quality revolution in India, we need to recognize individual excellence in quality management. He also believed that a national quality culture can be seeded by focusing on Quality in Healthcare and Quality in Education.

Qimpro Awards commenced by recognizing leaders and facilitators in business with the Qimpro Gold Standard and Qimpro Silver Standard. They now focus on Qimpro Platinum Standard for Statesmanship and Qimpro Gold Standard for Leadership in four categories – Business, Education, Healthcare, Environment.

Qimpro Awards are in their 30th cycle. They are now open to all Quality Leaders and Quality Statesmen. The search and selection process is professional, that engages past recipients and our Board of Trustees.

The recipients, each year, are selected by four eminent Panels of Judges for Business /Healthcare / Education / Environment. Each panel is chaired by the respective Qimpro Platinum Standard of the previous year.



<https://www.qimpro.org>



What?

Qimpro Awards 2019

Where?

Blue Sea, Mumbai, India

When?

13. November

The Ceremony is by invitation only, if you wish to attend please contact Mr Suresh Lulla (limited registrations possible)

Contact

Suresh Lulla

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GBN Member News

QualTech® Prize 2019

31st Edition | 6. - 8. November 2019 | Mumbai

Qimpro's team excellence awards for process improvement, innovation & green breakthroughs

Qimpro® — India's first Quality Management Consultancy, has been a forerunner for Improvement, Innovation, Cost Reduction, and Performance Excellence in the country for over 3 decades. Since 1989, Qimpro® has been recognizing Team Excellence through its increasingly sought after QualTech® Prize — an established Process Improvement & Innovation competition for middle management.

Past editions have attracted projects from Batch Manufacturing, Flow Manufacturing, Services, BFSI, Infrastructure, IT/ITeS, Healthcare, Education, Planet Protection and more.

The competitions do not attach importance to the industry or sector. Instead, they attach Importance to Improvement Thinking and Innovative Thinking.

-
- 11-month intense planning process
 - 500+ registered examiners since 1989
 - 1700+ teams participated since 1989
 - Leading pan industry neutral platform for improvement & innovation projects
 - 150+ delegates each year
-

IMPROVEMENT & INNOVATION

6-7 November 2019

HEALTHCARE & GREEN BREAKTHROUGH

8 November 2019

- USD 500 per person for 3 days
- The fee does not include accommodation and travel related costs
- The fee includes entry to the 3-day event, lunch, tea/coffee, booklet with project summaries
- To register, please email qualtech@qimpro.com

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Registration Fee

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Quality Fable

High density nuggets on vision, change, innovation and problem solving.

European Generals

Innovate: Even the European Generals did it!

While several organizations have started benchmarking, formally or informally, there are many examples throughout history where one organization has studied another to learn how to do something better, and differently.

In the early 1900s, European generals were trying to find the best way to move soldiers, horses, and equipment from one place to another and thereby to be battle ready by the next day. They recognized that a circus faces similar transportation problems on an ongoing basis.

P T Barnum's circus successfully transported personnel, equipment, and animals from one American town to another. These European generals studied what made Barnum's circus transportation so smooth and efficient. They also adopted and applied these same 'best practices' to improve their own army's transportation.

When trying to do anything better, study how those who are world-class do it. Others may have already solved the same or a similar problem. That in brief, is benchmarking.

But doing anything better now requires that we also be "different" in how we do it. That in brief, is innovation. P T Barnum's best practices had to be adapted / innovated for the European army.

Lessons Learned

1. One key to innovation is to consider benchmarking those organizations that have similar processes but are from an entirely different business or industry
2. By learning from the best, regardless of industry, organizations can adapt the benchmarked best practices to develop

innovative next practices for their own processes

3. If your organization compares itself to others in the same business or industry, over time your products and services will get commoditized
4. By looking outside your industry you engage the creative right-brain of all individuals in the organization
5. The leaders have to initiate cross-industry benchmarking for best practices to create innovative next practices

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Final Report on the First Global Assessment on the Current State of Organizational Excellence



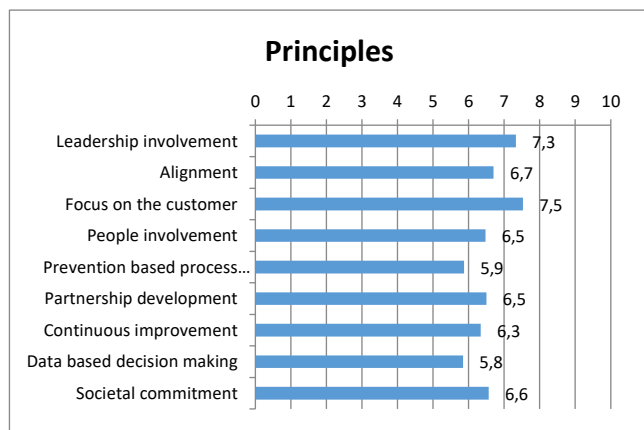
Organizational Excellence Specialists

Final 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. Please click on the following link to download the full report that was completed on April 4, 2019 <https://organizacionalexcellencespecialists.ca/workshops-events/global-oe-index/>

The study had a total of 1,029 respondents from organizations that provided feedback on the culture of excellence and/or the deployment of best management practices. 77% of respondents completed the Teaser Assessment on the culture of excellence and 23% completed the Full Assessment that also included the deployment of best management practices.

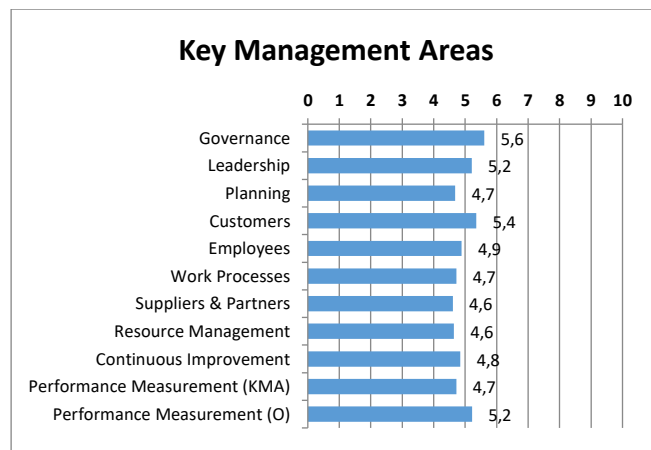
1.0 Teaser Assessment Only



In total, there were 791 respondents that completed the teaser assessment and

represented 21 industry sectors and 7 regions. Overall the aggregate results on the Principles suggested that organizations rated the culture of excellence in their organizations quite positively (Figure 1). The highest rated principles were Focus on the Customer and Leadership Involvement and the lowest rated principles were Prevention Based Process Management and Data Based Decision Making.

2.0 Full Assessment



There were 238 organizations that completed the full assessment and represented 18 industry sectors and 7 regions.

The aggregate results on the key management areas were much lower than the principles (Figure 3). The highest rated areas were Governance and Customers and the lowest rated areas were Suppliers & Partners and Resource Management.

Within the key management areas, the highest rated best management practices were 'Ensure governance system meets obligations' and 'Take corrective action when problems occur' and the lowest rated practices were:

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- Empowerment related - 'Encourage employees to be innovative and take risks'
- Future oriented - 'Develop contingency plans for unforeseen events', 'Conduct capability gap for resources'
- Collaborative - 'Involve customers, suppliers and partners in designing and analyzing processes', 'Use external data to compare performance to other organizations'
- Non-profit associations delivering value for members and realizing more sustainable operations
- Educational institutions developing skills with students and being valued by future employers
- Industry sectors strengthening overall performance and becoming better able to deal with change
- Research entities conducting follow-on studies and showing the impact on the triple bottom line

3.0 Insights

This study has provided some meaningful insights for excellence and benchmarking community and for the working population at large. It has provided a baseline and communicated quite clearly where organizations are doing well and where they need to improve. The opportunities for improvement can be addressed by services provided by the excellence and benchmarking community such as training, consulting and coaching that will enable organizations to become higher performing. Successful undertakings in this regard will ultimately make a positive contribution to organizations across sectors that include, but are not limited to:

- Governments supporting industry and developing their economy and trade
- Businesses attracting and serving their customers and becoming more profitable

Contact

About the author:



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How Benchmarking can accelerate business adoption of digital technologies

How Benchmarking can accelerate business adoption of digital technologies

Introduction

Winning Moves has started work on an exciting project to encourage SMEs to increase their adoption of digital technologies. Independent research has shown that businesses embracing digital achieve significant productivity benefits and enhance their competitiveness. We will use our well established Benchmark Index[®] platform as the foundation to harness leading edge technologies with contemporary research to produce a next generation benchmarking tool.

The Case for Digital Technology Adoption

There can be little argument that digital technologies have become an integral part of our lives, both in a business and a personal setting. This is hardly news, in fact, it's becoming increasingly difficult to find aspects of our lives that haven't been impacted. Consequently, and there are no prizes for pointing this out, they have become a critical opportunity and threat for almost every enterprise, regardless of size, sector or location.

It is therefore not surprising that mastering the effective adoption and use of digital technologies in business is now essential to delivering business success. Inspirational leadership, insightful management, a motivated workforce, satisfied customers, productive processes, an innovative culture, fantastic

products or services or both (depending on what the business does), and smart financial management all remain critical business aspirations. But effective deployment of technology is a theme that, today, cuts across them all.

However, despite its irresistible advance and increasingly fast evolution, many businesses have yet to fully harness the power of technology to capitalise on opportunities and deal with threats. This failure will be to the detriment and possibly peril of many, because, as their existing and emerging competitors forge ahead, failing to succeed in this area will lead to many falling by the wayside.

So what do we mean by digital technologies. These include tools that are already familiar – such as cloud based computing, CRMs, e-commerce, web based accounting software, computer aided design – as well as less commonly adopted resources, such as, for example, integrated digital systems, big data analytics, automation, artificial Intelligence, and virtual/augmented/mixed reality.

Digital technology has the power to enable start-ups to scale faster than ever and for established business to transform themselves. It acts as a catalyst for creating new business opportunities, increasing innovation, improving productivity, developing fresh and enhanced products and services, engaging workforces and, most importantly, yielding enhanced customer experiences and satisfaction. And the great news is that increased accessibility means that every business, regardless of size, has the opportunity to harness digital technology.

The case is compelling, so the question is - why don't more enterprises put more energy into

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How Benchmarking can accelerate business adoption of digital technologies

taking advantage of this revolution to milk the benefits it can yield? Although each and every business is different, there are several common barriers faced when adopting digital technology. These include:

- **A general lack of awareness of the potential benefits and opportunities:** Many businesses do not adopt digital technologies as they are unaware of the benefits and opportunities that they present¹.
- **A lack of commitment from leaders and managers:** low levels of awareness can result in limited buy in from leaders as they have not made the strategic linkage between the adoption of technology and their business and its future². Adoption needs to be led from the top, it needs to be an organisation wide initiative set within the context of a clear vision and leaders need to cascade and develop competencies across the organisation to make sure that everyone is pulling in the same direction³.
- **A lack of skills and knowledge:** the vast majority of SME's lack internal capacity and capability to identify, manage and implement digital technology. Evidence demonstrates that digital skills are lacking at all levels of businesses (from the owners to the shop floor). Such a lack of skills can be self-perpetuating as increasingly employees want to work for digitally savvy firms⁴.
- **A lack of trust in solutions/providers:** many businesses have a level of awareness, yet struggle to understand exactly how digital technology applies to their business and what the implementation of such technology entails. Their lack of understanding results in businesses being unsure and wary of potential suppliers and solutions. Such businesses value impartial support to identify which solutions are most appropriate and to guide them through the implementation process⁵.

How Benchmarking can help

There is no single way to overcome these barriers, but we firmly believe that benchmarking has a central role to play. It has a long standing, positive reputation for driving improvement in a variety of areas. Globally, Bain & Co⁶, the respected international consultancy, has consistently recognised benchmarking as a top five management tool utilised by businesses across the world. Its reputation is founded on driving positive change in many business areas.

For more than two decades, this powerful methodology has been harnessed within Winning Moves Benchmark Index[®] (BI) service, which has benefitted many thousands of SMEs in more than 40 countries. We will use this platform to create a next generation benchmarking tool designed to encourage businesses towards technology adoption.

¹ Be the Business Pilot Programme, Evaluation Report, June 2018

² PWC, Digital IQ survey 2015

³ Accenture - Digital Transformation in the Age of the Customer, 2015

⁴ State of Digitisation in UK Business, Strategic Labour Market Intelligence Report, SQW, UK Commission for Employment & Skills March 2016

⁵ Research to understand the barriers to take up and use of business support, BIS, CEEDR 2011

⁶ Bain & Co – Top Ten Management Tools 2017

http://www2.bain.com/management_tools/BainTopTenTools/2017/default.asp

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Digital Benchmark Index[®] Tool

We are currently developing a customised digital benchmarking tool to assess the performance and practice maturity of participating businesses in the adoption of digital technology. Research conducted by the UK Enterprise Research Centre⁷ creates a baseline on which to establish predictive algorithms. We will apply these algorithms to the information collected in the BI database to establish a longitudinal dataset.

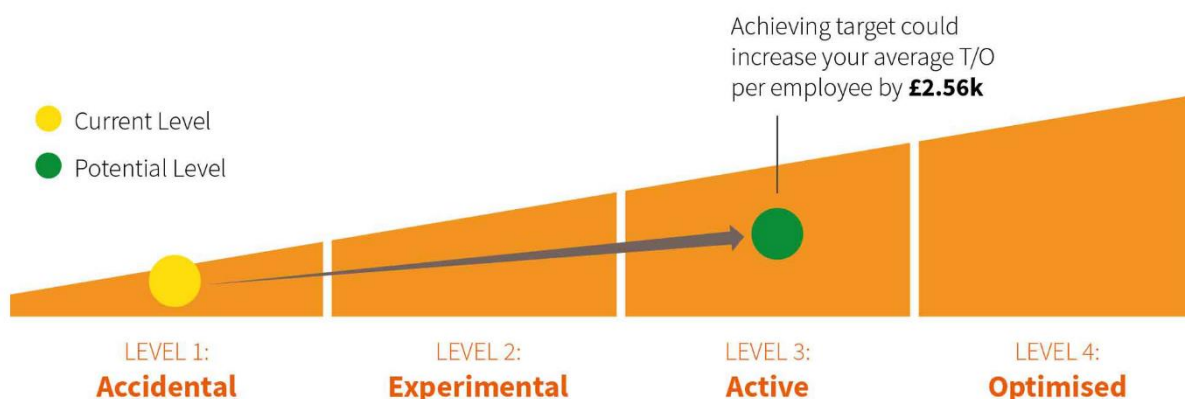
The tool will be structured on four levels of digital maturity across nine digital proficiency dimensions. The aim work with participating SMEs help them improve, the diagram below illustrates this. The maturity levels are as follows:

1. **Accidental:** Adoption of several digital tools (such as social media), but this happens almost by accident and in a haphazard and uncoordinated manner. General levels of awareness of digital technology are low.

2. **Experimental:** Awareness levels have risen, and some individuals now recognise that digital technology could deliver benefits to the business (but sceptics remain). The business identifies several (often free) applications that could be used to underpin processes and functions, but these aren't fully integrated with the business's operations or strategy.

3. **Active:** The business now 'gets it' and is actively considering how digital technology can help deliver their strategic business model and added value to their customers. They are actively and effectively adopting digital technology and developing their internal digital skills and capability.

4. **Optimised:** The business now has internal skill and capability and is using digital technology to deliver competitive advantage, transformation and innovation. Digital technology is embedded across the company and central to delivering growth and productivity improvement.



⁷ Enterprise Research Centre - State of Small Business Britain Report 2018

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The model showing the proficiency dimensions are shown in the diagram below. Examples of the types of questions that will be asked are as follows:

Digital proficiency dimension	Key questions
Leadership & Strategy	Does the business have a clear digital strategy that is aligned to the achievement of vision and goals?
	Does the business culture embrace technology and the possibilities it provides?
Processes	Has the business got automated processes and systems to increase productivity?
	How does the business use technology to fulfil customer orders?
Products	Are digital technologies (e.g. IoT, AI, AR, VR etc.) used to add value to products and services?
	Does the business use the possibilities that digital technology brings to develop new ideas for products and services?
People	How does the business use digital technology to increase the productivity of its people?
	How does the business utilise digital technology to develop the skills and competencies of its people?
Infrastructure	Is the existing broadband access capable of delivering the businesses strategy, vision and goals?
	Does the existing infrastructure effectively integrate the businesses operations and business model?

Customers	How does the business use digital technology to attract new customers?
	How does the business use technology to grow the value of existing customers?
	Does the business use technology to access new markets and to expand internationally?
Collaboration	How does the business use digital technology to manage internal and external collaboration?
	How does the business use technology to develop new ideas and to facilitate open innovation?
Analytics	How does the business use data to understand its customers?
	How does the business use data to identify opportunities for improvement and compliance?
Continuity and compliance	What systems does the business have in place to ensure data security?
	How does the business ensure compliance with GDPR?
	How does the business ensure regulatory compliance?
	What plans has the business got in place to ensure business continuity and resilience?

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How Benchmarking can accelerate business adoption of digital technologies

The process will be facilitated by business advisers, who will collect survey data, create and feedback the resulting benchmark report, assist the business with producing an action plan, point them in the direction of high quality, appropriate technology options, and provide hand holding assistance to get them started.



Proving the concept

To prove the concept, we are about to commence a project that will answer the following questions...

- Can benchmarking be an effective means to motivate the adoption of new to firm digital technology?
- Does demonstrating the potential benefit of digital adoption (e.g. impact on turnover per employee/profitability) motivate adoption?
- Does demonstrating the potential and tangible 'loss' (e.g. lost profitability, turnover growth etc.) of not keeping pace with peers motivate the adoption of digital technology?

We will develop understanding through a process that assists, particularly SMEs, to measure their current position, compare how they stack up against others, and then create impactful action plans to integrate digital

products and methodologies into their everyday operations.

Winning Moves is delighted to be working with a stellar group of UK based partners to develop the concept and approach. Aston University will provide academic and intellectual rigour. North East Local Enterprise Partnership (LEP), Greater Birmingham and Solihull LEP and Sheffield City Region Growth Hub will identify around 100 businesses to benefit from the support process. This will be delivered by their experienced business advisers who will look to ensure that businesses participating gain maximum benefit. This is essential as we are looking for interventions to have a positive and long lasting effect.

The well-established BI management methodology will be customised in a way that will bring numerous benefits. These include...

- Bringing productivity to life for SMEs by helping them to measure performance in a meaningful and understandable way, then compare against others to see how they stack up.
- Putting the time and financial investment into technology adoption squarely in the context of potential financial return (or loss if not adopted), allowing business management to make informed decisions based on facts. This will encourage leaders to become more visionary about what technology can do for their business, motivating them to take a proactive future focused approach.
- Enabling businesses to consider different digital products and approaches, with an understanding of the associated benefits and impact of each

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How Benchmarking can accelerate business adoption of digital technologies

- Facilitating the process to provide trusted hand holding support where needed, including planning, taking first steps and maintaining momentum.

Next Steps

This article is designed to provide some useful ideas and insights into how benchmarking can help businesses to adopt digital technologies to drive success. Our intention is to follow up with a further article in 2020 year to share what has been learnt and how the tool and process has evolved.

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