

The background of the entire page is a photograph of a hand pointing its index finger at a small, vintage-style globe on a desk. The globe is tilted and shows a map of the world with various countries labeled. The hand is positioned from the right side of the frame. The background is a blurred cityscape with lights, suggesting a night view from a window. The overall color palette is dominated by blues and greys, with a warm, slightly desaturated tone.

# GB Newsletter

Issue No 29 | Global Benchmarking Network

# PREFACE

Dear Members,

It is our pleasure to present you the 29<sup>th</sup> issue of the GBNewsletter.

The ongoing corona pandemic is still forcing companies around the world to question and rethink existing corporate structures and ways of working. People around the world helped to manage the Pandemic by achieving milestones, defying the possible & the impossible. Benchmarking, as a whole, showed itself as a truthfully indispensable field of knowledge & tool on combating COVID – 19 as shown by the Global Best Practices Benchmarking Initiative led by our board member Dale Weeks in 2020.

The 1<sup>st</sup> International Innovation & Benchmarking Summit organized by the Philippine Society of Quality (PSQ) by the end of 2020, was a tremendous success. The conference addressed the current COVID challenges, their psychological impact, and insights on future challenges on how to prepare for the next generation of viruses. With significant & pertinent contributions and broadly diversified analyses, true meaning was found amidst the pandemic. Learn more about this conference in this GBNewsletter.

Moreover, we are pleased to share with you exciting insights into current activities of our board members. Therewith, this issue provides valuable information on latest projects, the way they are being managed and the resulting best practice. Get inspired and discuss with us first results of the Digital Transformation Assessment (DTA), a global survey on the state of digital transformation of organizations. Furthermore, get insights about the International Best Practice Competition 2021 (IBPC), where organizations shared their best operational and managerial practices, processes, systems, and initiatives and learn from the experience of others and many more.

Enjoy reading and happy benchmarking!



Dr. Robin Mann



Florian Kidschun

# CONTENT

Topic	Page
In Memory of Thomas Brock	1
PSQ & GBN - Innovation & Benchmarking Summit	2
Digital Transformation Assessment	4
Quality Fable: Daughter with Child	7
Quality Fable: Customer First, Always	8
The New Best Practice Improvement Resource is now available to GBN Members	9
International Best Practice Competition 2021	10
Research on Achieving & Sustaining Performance Excellence	13
Imprint & Contact	16


# LETTER OF CONDOLENCE

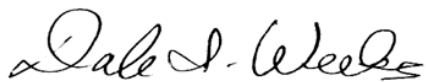
Dear GBN-Members,

The Global Benchmarking Network is deeply saddened to announce the passing of our member and secretary Thomas Brock. We are mourning the loss of a truly a great secretary of the GBN and a very important and influential person within the benchmarking environment.

We dedicate this newsletter to Tom. There is very little one can say at a time like this, but all of us would like to express our sincere sympathy to Mrs. Brock and all of his family.

Yours sincerely,

 Sunesh Kulla

 Dale I. Weeks

 F. H.



Dawn Kingrose

# A Tribute to Thomas Brock

## An engaged GBN Co- Founder & Member



Thomas Brock, GBN secretary and co-founder, passed away on Tuesday, 29th December 2020. Tom was an integral part of our community and contributed in a remarkable way to our network's consolidation and development since the very beginning of our story - Tom has made our network to what it is today and played a significant role in its development and

grateful that he accompanied us in our professional and personal lives.

"When in November 1994 I invited leading benchmarking experts from USA UK Germany Sweden and Italy to a meeting in Stratford upon Avon to explore the idea of creating The GBN little did I realise that 20 years on I would be sending a , Well done, message to a truly global organisation."

- Tom Brock, 2014

### Our memories of Tom

"Tom was a major friend and colleague who was instrumental in the inception, founding, organizing and directing the early years of the GBN. I can still remember the founding of the GBN arranged by Tom at Stratford on Avon. In retrospect it was a momentous and memorable day.

The meeting was held in a classic British castle, with a knight shining armor greeting attendees in the reception hallway, with magnificent vistas of the English countryside from the windows. Tom was also instrumental in promoting the GBN, first through conferences and workshops and later with the efforts of the Fraunhofer IPK.

All these early years of his guidance and leadership was instrumental grounding for the success and permanence of the organization today. We owe him a debt of gratitude for his counsel.

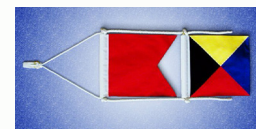
He will be missed. May he rest in peace. The United States Navy flies the signal pennants "Bravo" and "Zulu" on its ships to recognize exemplary achievement. They symbolize "A Job Well Done!"

*When in November 1994 I invited leading benchmarking experts from USA, UK, Germany, Sweden and Italy to a meeting in Stratford upon Avon to explore the idea of creating The GBN little did I realise that 20 years on I would be sending a "Well done", message to a truly global organisation.*

GBN Newsletter 18, 2014 Tom Brock

accompaniment. We fondly remember the founding of the GBN arranged by him at Stratford on Avon. In retrospect it was a momentous and memorable day.

There can be no doubt that Tom has always been a great advocate for benchmarking in Europe and around the world. Besides his instrumental role in the inception, founding, organizing and directing the early years of the GBN, Tom was a loyal friend. Warm memories of time spent with him will remain deeply cherished. His impact will be immeasurably missed, and it is with great respect that we honor his contributions, which will endure as a permanent legacy in our GBN history as we continue into the future. He will always be remembered and we are deeply



United States Marine Flags Zulu & Bravo

- Robert C. Camp PhD P E, GBN Founder & Chairman Emeritus

# 1st International Innovation & Benchmarking Summit: Finding Meaning amidst The COVID-19 Pandemic



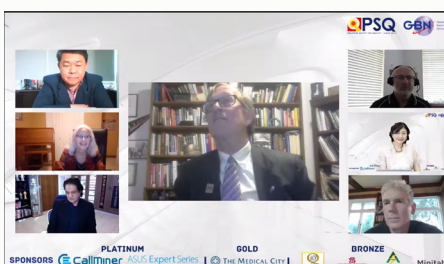
Year 2020 will forever be engraved in the history of the world as the year the COVID-19 pandemic “triggered a global health crisis that, in addition to an enormous human toll, is leading to the deepest global recession since the Second World War”

- Global Economic Prospects, June 2020

Year 2021, with the advent of vaccines, ushers in new hope that with global collaboration, this dire forecast will be turned around and instead mark another victory for mankind.

How can we, as members of the Global Benchmarking Network from more than 26 countries, rise above these challenges and continue to build and use this network to discover life-saving innovations that can help the world shape a new, post-pandemic generation of resilience?

As I chronicle my recollections for this GBN Newsletter, I struggle to release the thoughts overwhelming my mind in order to make sense of this seemingly surreal reality we are in now.



“As we all know, the onset of our COVID-19 pandemic era several months ago has given each of us as “citizens of the world” a major crisis to lead and manage, on perhaps several levels: the individual, the organization, the nation, and for our planet as a whole.”

- Dale Weeks, September 2020

This is quoted from Dale Weeks, one of the GBN board members, who at the height of the pandemic in May 2020 called for action for all members of the network to submit “COVID-19 World Wide Best Practices Benchmarking Initiative projects.”

And here in Manila, we heeded this call by sharing some of our best practices from the Philippines, such as how we in The Medical City, one of the leading tertiary hospitals in the country, together with the other frontliners, discovered and implemented agile innovative solutions to battle an unseen enemy, and struggled to save lives, even at the cost of our own.

How can we ignite the power of storytelling in order to connect with you?

I remember the start of our zoom meetings with two of our GBN board members, Dale Weeks and Dawn Ringrose, as we conceptualized the possibility of launching the “1st International Innovation and Benchmarking Summit” which was held last November 24, 2020. This summit

aimed to bring together the meeting of minds of all those willing to share the best practices of their countries.

Together with the trustees of the *Philippine Society of Quality*, we agreed that the summit’s topics should address the current COVID challenges, their psychological impact, and insights on future challenges on innovation and how to prepare for the next generation of viruses.

Our call for speakers across the globe to share their stories was overwhelmingly supported by innovation experts, scientists, business leaders and doctors from the US, Canada, Germany, New Zealand, Ecuador, United Arab Emirates and the Philippines.



Our keynote speaker, *Peter Merrill, from Canada*, Chief Executive of one of the leading Design Brands in Europe, shared his wealth of experience on “innovation skills, and how collaboration, creativity and critical thinking mesh together.” He also shared his insights on how innovation can help us prepare for the fourth Industrial Revolution and at the same time propel us to address the challenge of the COVID-19 pandemic.

*Rick Britt from the United States*, the Vice President of Callminer, Intelligence and Interaction Analytics and Kirsten Stallings, a Data Scientist, Callminer, USA talked about innovations in Artificial Intelligence and Interaction Analytics.

*Franklin Murillo, from Ecuador*, Global Network Director of Social Progress discussed the impact of COVID challenges to global performance outcomes.

*Dale Weeks from the US*, who is also the President of Global Leadership and Benchmarking Associates, shared the results of his global best practices initiative as part of his lifelong commitment to attain global performance excellence amidst the pandemic.

*Dawn Ringrose from Canada*, who is also Principal of Organizational Excellence Specialists, Inc. highlighted the best adaptation by Canada in addressing COVID challenges.

*Faran Niaz from United Arab Emirates*, CEO and Founder of the CX Future shared the approaches adapted by UAE government and institutions in addressing COVID challenges.

*Robby Thommy from United Arab Emirates*, Managing Director of Al Jezerra International Catering, shared some COVID best practices from the service industry.

*Dr. Raul Ramboyong from the Philippines*, director of International Patient Services and Cardiovascular Institute, CPR Center of the Medical City shared how the healthcare workers, who were suffering emotional fatigue, organized several sessions aimed at spreading optimism to address COVID Challenges across the organization.

*Mr. Wayne Burroughs, from the New Zealand*, who held senior organizational leadership roles in a range of government and private organizations, discussed how he managed the COVID Challenges through his experience in organizational governance, strategy development and deployment, and business improvement.

*Dr. Raul Destura from the Philippines*, one of the “Asian Scientist 100” and Deputy Executive Director of the National

Institute of Health of the University of the Philippines, focused on „Driving Innovation to Prepare for the Next Big One“. He shared his insights on how the world can prepare for the next global challenges.

As Vice President, Center for Innovation and Lifelong Learning of The Medical City, I was given the opportunity to share the COVID best practices of the Philippines and how we re-imagined The Medical City to rise above the pandemic

We wish to commend all those speakers who agreed to still be part of our summit despite having their hands full battling the virus in their respective countries.

We especially wish to thank GBN through Dr. Robin Mann (GBN Chairman), Dr. Holger Kohl (GBN Board Adviser) & Florian Kidschun (GBN secretary general) for answering our call for support, together with Dale Weeks and Dawn Ringrose.



challenges through innovative solutions in caring for our patient partners who cannot or are afraid to go to the hospitals and clinics.

The panel discussions among some of the speakers, which were facilitated by Dale, identified specific calls for action which we hope can trigger more benchmarking and sharing of innovative solutions as we continue to fight and defeat an enemy which radically changed our lives. Dale's call for action is: How can GBN and other performance excellence organizations continue to share the best practices to the rest of the world?

As I end this recollection, allow me to leave you with these thoughts:

Has COVID-19 radically reshaped our priorities in life? Has it opened new avenues that really matter? Could the invisible infections of fake news derail us from finding the truth?

How can the challenges of this pandemic positively transform our lives and lead us to new directions?

## About the author:



**Teresa U. Bagaman MBA**, Chairperson of the 1st International and Benchmarking Summit & Vice-President, Business Intelligence, Innovation and Benchmarking of Philippine Society for Quality.

Maritess is currently the Vice President and Head, Center for Innovation and Lifelong Learning, The Medical City. She is an Innovator, a Quality and Process Excellence Management Expert, Design Thinking Coach, Lean Six Sigma Master Black Belt, and dedicated Learning Facilitator

with more than 25 years of successfully implementing Innovative and Disruptive Solutions across industries. A Gold Honor MBA graduate from the Ateneo Graduate School of Business, she has won the International Benchmarking Award for The Medical City in Dubai during the Global Benchmarking Competition in 2015 and has presented several technical papers in various international and local conferences.

She can be reached at:  
[tubagaman@themedicalcity.com](mailto:tubagaman@themedicalcity.com)

# Digital Transformation Assessment



## What is it about?

Digitalization has a significant impact on value-creating organizations of all sectors. New business models and processes are becoming established, the development of products and services is changing as well as the interaction with customers, partners, and suppliers. As these changes create new requirements for organizations, they need to reorient and adapt to them, for which they need to know their position in this highly volatile environment.

In this context, a holistic reference model was developed in an iterative process by Fraunhofer IPK in Berlin. To this end, both an extensive literature review of existing models and expert discussions were carried out. The results were used for the development of relevant assessment items within a questionnaire, aiming for a comprehensive analysis of the companies' current state within digital transformation and its action fields for the implementation of digital transformation strategies. Thanks to broad support in the implementation by organizations and initiatives like ENRICH China, Brazil, and the USA as well as EPIC, the study aims to capture the status quo of digital transformation in an international context.

## How is it being conducted?

As part of this research work, a self-assessment tool was created in a multistage and systematic process. It provides companies the opportunity to determine the current status of their digital transformation as well as to uncover optimization potential and

development fields - online and free of charge. This is done using a structural framework consisting of seven assessment dimensions and a total of 33 assessment items that embodies an organization in digital transformation. The tool is designed to comply with the data protection provision laws of Article 4 of the EU GDPR. Evaluations are only carried out based on anonymized data.

To enable a representative benchmark study and to work out the individual positioning of the companies, data sets were collected in a benchmarking database and analyzed accordingly. This provided the basis for comprehensive benchmarking reports, which present an in-depth comparison of data (e.g., industries, location, etc.) that is used to determine the individual position of digital transformation in comparison to relevant peer groups. Therewith, the reports uncover company-specific digitization gaps and recommendations for driving forward their digital transformation. The questionnaire is available in five languages (English, Chinese, German, Hungarian and Portuguese) and further versions are currently being planned.

## What did we find out already?

On a period of 9 months, from June 2020 to April 2021, more than 300 answers from a total of 13 countries and 19 different Industry Sections were received. The great majority of 33% of participants originate from the Manufacturing Sector, 22% came



The Digital Transformation Assessment Dimensions

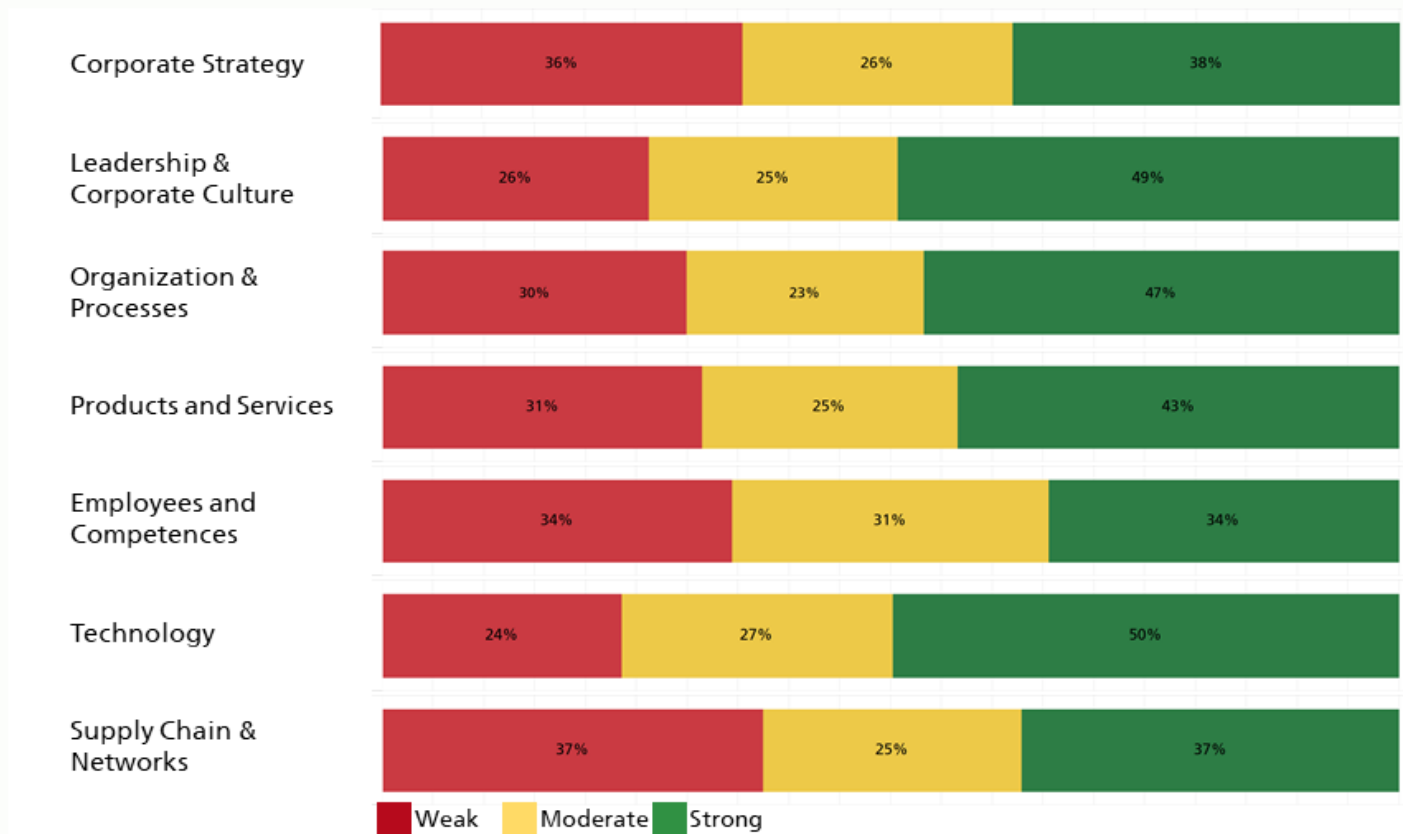
## First Results

from the Information and Communication Sector, and 5% from the Professional, Scientific and Technical Activities Sector. The results show that the survey is representative for all sizes of companies, as both large companies and SMEs are covered - the great majority, 65%, being SMEs (<250 employees).

Results show that especially Corporate Strategy (7,54 avg. on a scale from 1-10), Leadership & Corporate (7,56 avg. on a scale from 1-10), Culture, Organization & Processes as well as Technology are seen as very important drivers for successful digital transformation. When asked: "How will the relevance of the dimensions change in the next 5 years against the background of the advancing digitalization?" it is clear to decipher that the entirety of dimensions of Digital Transformation - Corporate Strategy, Leadership, and Corporate Culture, Technology, Orga-

More than 50% stated that their operational employees have a positive attitude towards digital transformation. A weak point has been found in the way activities for the digital transformation are communicated to the employees, nearly 40% wish for a more target-oriented manner.

By deep-diving into the key area of Organization & Processes, it was analyzed that 60% agree that their company has already recognized the benefits of new forms of work and organization made possible by digital technologies. Digital models for planning, designing, and monitoring are extensively used just by 35% of the companies. In addition, an expansion of interdisciplinary collaboration within companies also needs to be further improved.



Interim Global Results Overview

nization & Processes, Employees and Competences, Products & Services, Supply Chain & Networks - strongly gain importance in the future.

For nearly half of the companies, digitalization is a central component of their Corporate Strategy. But in contrast over 40% of the participants have not defined sufficient measurable goals. Another gap consists in the inadequate monitoring of companies' activities to meet their targets of digital transformation.

When analyzing the importance of Leadership & Corporate Culture, two-thirds of the companies reported that their top management is actively driving the digital transformation forward.

In the field of Employees & Competencies, it was deduced that most companies use digital solutions not systematically for HR management tasks. More than half of the companies do not regularly evaluate their employees' digital competencies. 75% of the companies state that the personal skills of their employees are sufficiently developed to successfully master the challenges of digitalization. Only 32% assess the social-communicative skills of their employees in the digital work environment as adequate to master the challenges of digitalization.

In the scope of the technological dimension, it was found that nearly 60% have defined and implemented necessary standards and regulations for IT security. Nearly two out of three companies make extensive use of digital technologies to improve cross-functional cooperation and knowledge transfer within their organization. High uncertainty was reported regarding the maturity of the systems to collect, consolidate, aggregate, and evaluate data in real-time with only 34% of the companies stating a high maturity of their IT and data architecture.

More than half of the companies monitor external market and technology developments systematically and continuously to identify new approaches for the further development of their business model. Over 30% see potential in the analysis and utilization of digitally collected usage data for the continuous development of their products and services. In addition, 38% strongly involve external stakeholders in the development of digital products and services. Nearly half of the companies strongly supplement their products and services with additional digital offerings.

A share of 47% make extensive use of digital software solutions and digital channels & interfaces for customer management. The same statement is not true for the use and optimization of the digital solutions for supplier management, only 33% use and 26% optimize their digital supplier interfaces comprehensively. One-third of the companies practice regular exchanges with external experts and partners to gain knowledge on digitalization trends.

### Are you interested in participating in the survey?

It takes about 15 minutes to answer the questions. After completing the questionnaire your organization will receive a company-specific evaluation online. The results will help you to understand where you currently stand on your digital journey. In addition, you have the opportunity to identify key topics that are of particular importance for the digital sustainability of your company. This supports to identify the main topics that are of particular importance for the digital viability of your company.

To extend this understanding, there is also the option of registering for a comprehensive benchmarking report after the evaluation has been completed. This report provides valuable insights into the comparison with different peer groups. Since the survey is conducted on a global scale, you will also receive results that reflect your position in an international comparison. Feel free to visit our website, contact us or experience your digital positioning by answering the 33 questions.

[For more information and to participate in the survey click here](#)



## About the author:



**Mr. Kidschun, Secretary of the Global Benchmarking Network.**

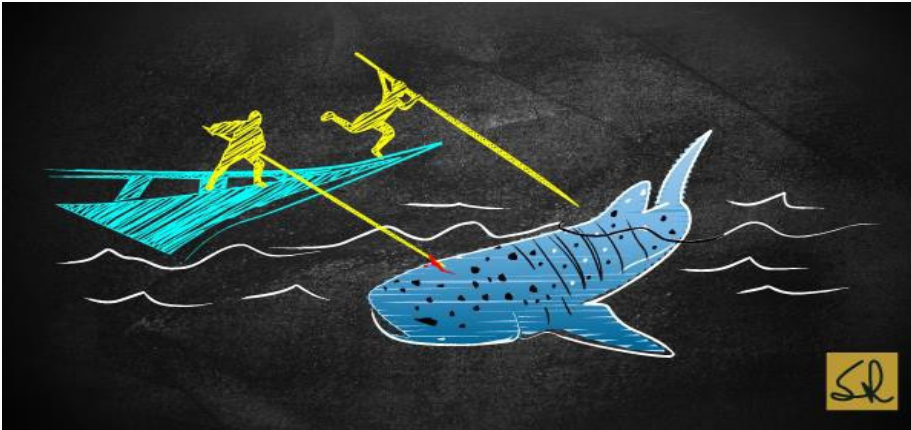
Florian Kidschun is a researcher at Fraunhofer Institute for Production Systems and Design Technology (IPK), Division Corporate Management in Berlin, Germany. He studied Business Engineering at Technical University of Berlin and Dresden. Since joining Fraunhofer in 2015, he conducted international consulting projects in Europe and Brazil with project responsibility on Benchmarking,

Strategic Business Development and Best Cost Country Sourcing.

If you would like to make contact, discuss the survey or exchange knowledge, please contact us at:

[florian.kidschun@ipk.fraunhofer.de](mailto:florian.kidschun@ipk.fraunhofer.de)

# Daughter with Child



Here is a benchmark example of World-Class Quality. This Quality Fable is not fiction. It is about real people and a real organization. The key underlying messages are:

1. The ultimate customers for any organization are Mother Earth and Society
2. An innovative engagement of an enlightened organisation with government agencies is possible, if the two have a shared focus.

## Quality Fable: Daughter With Child

This is a story I love to hear, again and again, from Vivek Talwar, about how the whale shark has been saved. And it is not fiction.

The whale shark is the largest fish in the world. It can grow to over 50 feet in length and weigh more than 10 tons. Each year, this gentle fish comes swimming all the way from the shores of Australia to those of Saurashtra, between September and May, to spawn in these waters. Whale sharks can live up to 150 years.

For years, its size and mellow temperament made it an easy prey to fisherman who profited from them. Until the turn of the century, these fishermen killed about 1,200 whale sharks each year.

Not only was the whole fishing operation cruel, but by not allowing the fish to breed, survival of the species was in danger.

Thankfully, in 2001, the Government of India banned the fishing and trading of the whale shark.

Soon after, Prasad Menon, Tata Chemicals, set a challenging goal to save the whale shark along the coast of Saurashtra. But with the condition that it must become a world-class conservation project. He encouraged all employees from Tata Chemicals to get involved.

As a result, the 'Save the Whale Shark' campaign was launched, facilitated by Vivek Talwar, Tata Chemicals. The campaign had a team of logical, but unlikely, partners. The partners included: Tata Chemicals, Gujarat Heavy Chemicals, Wildlife Trust of India, the Coast Guard, the Indian Navy, and the Ministry of Environment and Reefwatch. Besides providing financial assistance, volunteers from these organizations and institutions created awareness in the fishing community. Street plays, games, posters, inflated flotillas, postage stamps, and school art competitions became the feed for building awareness. However, as always, building awareness had its own majestic pace.

Almost miraculously, the tide changed when the spiritual leader Morari Bapu, an interpreter of indic traditions, was co-opted into the campaign. In his discourses he reminded the community of the age-old Indian tradition of welcoming a 'daughter with child' into her parents home to give birth.

The analogy melted people's hearts, and since then, the whale shark has not just been welcomed on the shores of Saurashtra but also fiercely guarded with parent like protectiveness

## Lessons Learned

1. All life forms on our planet are important
2. Public and private organizations / institutions can seamlessly collaborate if they have the 'passion' for a common mission
3. Seek commitment first. Change in behavior will follow
4. Customize communication for the target audience
5. Simple innovative solutions can deliver major breakthroughs
6. Define the means to hold the gains.

## Additional References

- [Quality Fables 1/2/3](#)
- [World-Class Quality: An Executive Handbook by Suresh Lulla Copyright 2003: Tata McGraw-Hill Publishing Company Limited.](#)

# Customer First, Always

Victor Fernandez, a South American, was appointed by a multi-national pharmaceutical company, to lead the Indian operations. The mandate given to him by the HO in Switzerland was: Transform the Indian operations into a customer-focused one in 1000 days.

I met Victor in his second week on the job. He looked relaxed in his South Bombay office, overlooking the Arabian Sea. After the professional formalities, he explained to me his 1000 days mission and that he had already accomplished his goal!

## How?

Victor taught me the importance of execution. He also taught me the power of simplicity. His prescription was:

1. I called all the senior executives to the board room on my second day at work.
2. Next, I asked each executive to take a foolscap sheet of paper and to list their customers on the left of the sheet. Of course, each executive listed the dealers and chemists.
3. I corrected their perception of customer and defined it as the person who receives the output of your work. Each executive listed more customers than the others in the room. It seemed a status symbol.
4. A moment of truth followed..." What do you deliver to each customer?" There was silence in the room. "How do you measure your performance with each customer?" Not a clue.
5. "When did you last meet your customers?" Prompt came the answer.... "Daily. In the car pool and / or cafeteria!" "No, no" I said, "when did you last meet your customer proactively?" Heavy silence.
6. "Never mind", Victor said, "" let's make a simple plan. I would like you to list your 'A' category customers. I would then like you to meet each customer for 10 minutes at their desk, weekly. The agenda for each meeting will be: How can I improve my offerings to you? Next, I would like you to log what you have agreed. I will come and audit the log and action, weekly.

Victor had completed the first cycle.

## THINK

1. What are the Best Practices you have harvested?
2. What should Victor do next?



## About the author:



A distinguished alumnus of IIT Bombay, Suresh Lulla has made a mark through his work in the field of Quality.

Mr Lulla is a veteran professional with over 50 years of experience as a management consultant, speaker, trainer, author, and storyteller. He pioneered the quality movement in India by setting up Qimpro Consultants in 1987. Often referred to as 'the Quality Guru of India', he was mentored by Dr J M Juran, 'the Father of Quality', who, along with Mahatma Gandhi and Shri Ramkrishna Bajaj form the trinity of Mr Lulla's role models. Qimpro has served reputed Indian Business Houses, MNCs, SMEs, and Hospitals. Their signa-

ture claim is that their clients have saved in excess of INR 25,000 crore as a by-product of Quality Improvement; specifically, by strategically addressing their Cost Of Poor Quality (COPQ).

Mr Lulla also commenced a Faculty Development Program with Manipal University, on the Fundamentals of Quality Management. The first session attracted 700 registrations, from India and neighbouring countries.

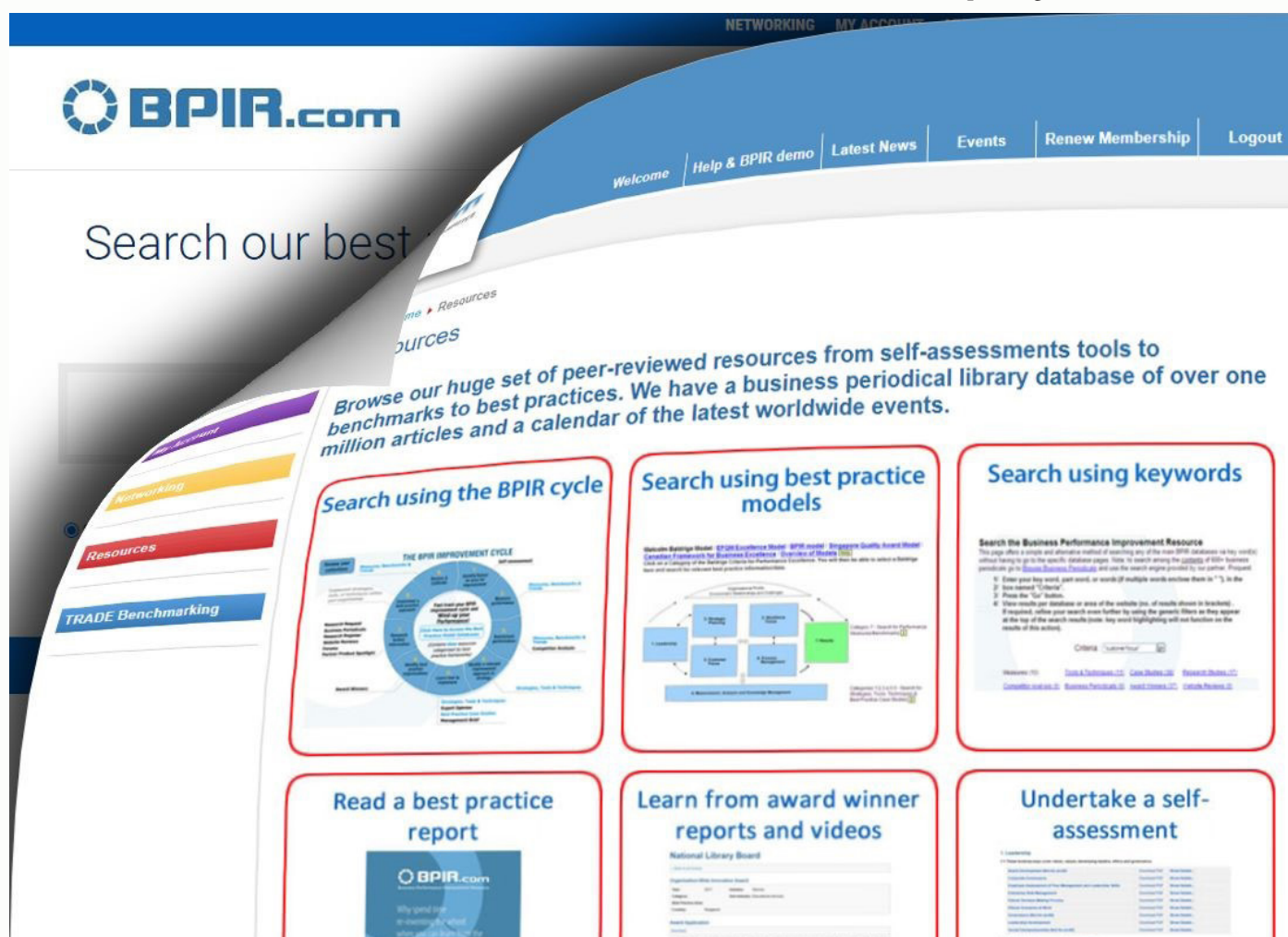
Mr Lulla contributed two of his blog articles to our newsletter. His contents can be found [here](#). Feel free to contact him at: [ssl@bestprax.com](mailto:ssl@bestprax.com)

# The New Best Practice Improvement Resource is now available to GBN Members

I am delighted to announce the *NEW* – [Best Practice Improvement Resource \(BPIR.com\)](http://BPIR.com) is now ready for GBN members!

In addition, to our best practice databases and bi-monthly best practice reports we have launched a simple to use networking area that has been specifically designed to encourage members to share best practices and find benchmarking partners.

moving content over to the new site and new features are being added. Any feedback on the website will be gladly received on how it can further assist the GBN and/or the benchmarking community in your country. If you have content from your country that you would like added to the website please get in touch.



The new website is more user-friendly with all our best practice content uniquely searchable via the criteria of the following business excellence models to support organisations that are pursuing excellence: African Excellence Model (AEM), Australian Business Excellence Framework (ABEF), Baldrige Excellence Framework (BEF), Canada's Excellence, Innovation and Wellness Standard (CEIWS), Dubai Government Excellence Model (DGEM), EFQM Model (Old), EFQM Model (New) and Singapore Business Excellence Framework (SBEF).

Please, can all GBN members complete their personal profile when receiving password access to the website, this will assist in the sharing of information and raise the profile of your organisation and the GBN.

The best way to try out the website it to conduct a [Best Practice Search](#). This will enable you to see the various features of the website.

Over the next few months you will see the website develop even further, we are still

All GBN members that are country representatives are entitled to two free passwords, whilst individual members are entitled to one password.

If you feel you are entitled to a password but have not received one, please email the GBN Secretariat, [gbnsecretary@ipk.fraunhofer.de](mailto:gbnsecretary@ipk.fraunhofer.de). For more passwords for your clients and/or to offer in your country please contact Dr Robin Mann, [r.s.mann@massey.ac.nz](mailto:r.s.mann@massey.ac.nz). Enjoy the website!

# International Best Practice Competition 2021: A Great Success!



**INTERNATIONAL  
BEST  
PRACTICE  
COMPETITION**

The International Best Practice Competition (IBPC) encourages organizations to share their best operational and managerial practices, processes, systems, and initiatives and learn from the experience of others. Whilst the IBPC is a competition its main purpose is to facilitate organizational learning and assist organisations to improve their practices.

The IBPC was founded by the Centre for Organisational Excellence Research (COER), New Zealand, and has strong support from many Global Benchmarking Network members. The Abu Dhabi Chamber of Commerce (GBN member from the UAE) is the prime partner and other GBN members are strongly involved with the following GBN members securing entries from their countries in 2021: BestPrax Club (India), Dubai Quality Group/Abu Dhabi Chamber of Commerce (UAE), Philippine Society of Quality (Philippines), Intelligent Persian Corporations (Iran) and COER (New Zealand). In addition, there were entries from Chile, Pakistan, Singapore, and Thailand.



Hon Judith Collins MP – Leader of the Opposition presenting on “Creating the conditions for a vibrant and productive NZ” and Dr Robin Mann, the founder of the International Best Practice Competition, presenting on “Business Excellence – Driving Productivity & Societal Success in NZ”



The final of the 7th International Best Practice Competition was held in May 2021. All applications were assessed by leading experts against the IBPC’s Best Practice Certification Scheme with practices that are graded 4-Star “\*\*\*\*” and above considered as a best practice:

International Best Practice (Role Model) (7 Stars, \*\*\*\*\*)  
International Best Practice (Outstanding) (6 Stars, \*\*\*\*\*)  
International Best Practice (Excellence) (5 Stars, \*\*\*\*\*)  
Local Best Practice (Excellence) (4 Stars, \*\*\*\*\*)  
Competence (Professional) (3 Stars, \*\*\*)  
Progressing (Minor Deficiencies) (2 Star, \*\*)  
Deficient (Major Deficiencies) (1 Star, \*)

In addition to the IBPC, organisations were encouraged to apply for IBPC’s Organisation-Wide Innovation Award. This award recognises organisations that have embraced best practice learning and combined this learning with their own ideas and creativity to become highly innovative. The award recognises organisations that excel in inculcating an innovation culture throughout all facets of their operation from the leadership to employees and covering all stakeholders leading to innovative processes, products and services.



Beryl Oldham, Chair of New Zealand Business Excellence Foundation, welcoming everyone to the conference and Sir Ian Taylor with an awe-inspiring presentation describing how Animation Research has become a global pioneer in providing real time graphics for televised major sporting events around the world

The final of the IBPC was hosted by the New Zealand Business Excellence Foundation at NZ’s Business Excellence Conference. This conference brought together stimulating keynote presentations and a plethora of best practices from New Zealand and around the world. Overall competing in the IBPC were 68 best practices from 9 countries that were presented and assessed in 9 qualifying webinar sessions with 12 presented at the final on the 11<sup>th</sup> May 2021 as part of the conference. One



of these best practices was the winner of the 2nd New Zealand Best Practice Competition that was held on the 10th May 2021. In addition, the 3rd Organisation-Wide Innovation Award was held on the evening of the 11th May. Overall, there were 26 judges involved in assessing the best practices with at least four judges involved in assessing each best practice.

Winners and runner ups of the various competitions are shown below. Whilst these were the winners there were inspiring best practices shared from all participants. All presentations will be available on the BPIR.com soon.

#### Winners of the 7th International Best Practice Competition

- Dubai Municipality, UAE -The Way Beyond Traditional Procurement.
- SEHA-Ambulatory Healthcare Services, UAE – AHS COVID-19 National Drive Thru Screening Centers.
- Dubai Air Navigation Services, UAE – Dubai RECAT-Enhanced Wake Turbulence Separation (eWTS) Minima within the Dubai CT.
- Titan Company Limited, India – Perfect Bond – An Innovative Locking Method for Rubber Moulds used in Lost Wax Casting of Gold Jewellery.
- Dubai Police, UAE – Safe Bags – Accuracy and Efficiency of Airport Hold Baggage Screening (HBS) System.



## Organisation-Wide Innovation Award

#### Winner of the 3rd Organisation-Wide Innovation Award

- Dubai Municipality, UAE

#### Runners Up

- Dubai Aviation Engineering Projects, UAE
- Dubai Public Prosecution, UAE

#### Winner of the 2nd New Zealand Best Practice Competition

- New Zealand Blood Service – Introduction of a Mobile Practice – Portable Plasma Collection



The New Zealand Blood Service



Babcock New Zealand Limited and New Defence Force Logistics Command (Maritime)

#### Runners up

- Babcock New Zealand Limited and New Defence Force Logistics Command (Maritime) – Collaborative partnership.
- Economic Development New Zealand – Capability building across the economic development profession.

For information on the New Zealand Business Excellence Foundation and becoming a member visit <https://nzbef.org.nz/> and for information on the International Best Practice Competition visit <https://www.bestpracticecompetition.com>.



Economic Development New Zealand

## About the author:



With his Ph.D. in Total Quality Management, our Chairman Robin Mann, leads the GBN to thrive for its new Vision & Objectives.

Dr. Robin Mann is a member of the research team of the Centre for Organisational Excellence Research in the Massey University, which was also founded by him in February 2001.

He received one of the first Ph.D.'s in Total Quality Management worldwide, prior to working as a Process Improvement Manager at Burton's Biscuits in Edinburgh. Robin founded and managed the Food and Drinks Industry Benchmarking and Self-

assessment Initiative in the UK involving over 500 organizations. Currently he is the lead supervisor of the project Excellence Without Borders.

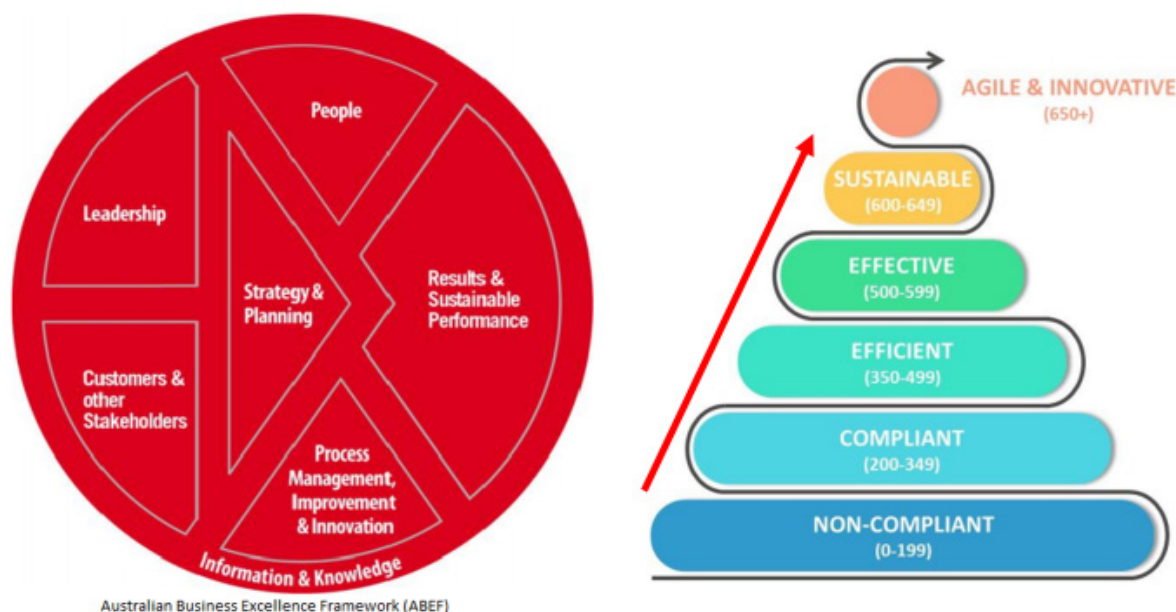
She can be reached at:  
[r.s.mann@massey.ac.nz](mailto:r.s.mann@massey.ac.nz)

# An Opportunity to participate in Leading-Edge Research on Achieving & Sustaining Performance Excellence

This article describes the Centre for Organisational Excellence Research (COER)'s research on "Organisational Excellence Architecture"– the ingredients required to help organisations on the journey to business excellence. We are inviting Business Excellence Award Winners and Applicants to participate in this exciting research project and benefit from the research findings.

'how to' implement and fast-track their BE journey in a cost and time-efficient way. Participating organisations will contribute to this research by completing an online survey, followed by an optional structured interview. All participants will get a detailed report of this study which will help them to reflect on their existing OEA and to learn from the best practices on the successful implementation of BE. This research has support and approval

products, and services to survive and lead in markets where they operate. In other words, these deliberate leadership efforts to become the best in all organisational activities is business excellence (BE). Excellence is defined by the Global Excellence Model (GEM) Council as the 'continuous improvement of outcomes for all stakeholders'.



Australian Business Excellence Framework (ABEF)

Fig 1- Australian Business Excellence Framework (ABEF)

Fig 1a – Levels of BE maturity

## Introduction

Organisational Excellence Architecture (OEA) refers to the formal structure used to assist in the implementation of BE within an organisation. This support structure may consist of roles/responsibilities, resources, processes, assessment tools and rewards and recognition system that organisations put in place to implement and accelerate BE journey. To further investigate the components and importance of OEA in accelerating BE journey, a new PhD research project has been initiated by the Centre for Organisational Excellence Research (COER), Massey University, New Zealand. The outcome of the study will guide BE practicing organisations on

of the Global Excellence Models (GEM) Council (which consists of organisations that are recognised globally as the guardians of premier excellence models and award processes) and Global Benchmarking Network (GBN).

Agility, innovation, continuous improvement, and sustainable competitiveness are among the most used buzzwords of today's corporate world. Organisations, irrespective of their size, nature of business, geographical location, eagerly wish to embed these superior traits in their organisation's DNA. Additionally, due to severe competition in all aspects of business activity, organisations are compelled to continuously improve their processes,

BE practices provide organisations with structured guidance that enable them to assess their competitive strengths, derive and deploy their strategic plans and most importantly, identify opportunities to learn. Furthermore, as a management practice, BE helps organisations in developing and strengthening their overall management systems continually for sustainable performance and ultimately create value for stakeholders. BE models (BEMs) were introduced in the late 1980s and serves as a platform to define, develop, assess and achieve strategic objectives. BEMs such as the Malcolm Baldrige National Quality Award ([MBNQA](#)), European Foundation for Quality Management ([EFQM](#)), Australian Business Excellence Framework

(ABEF) and their corresponding national awards provides a robust leadership and management system. BEMs help organisations to pursue Excellence and provide a platform to quantify and measure Excellence maturity. BE maturity can be explained as a state of a BE journey where organisations successfully embed Excellence in the organisations' culture. A BE journey starts with an organisation's informed decision towards quality and making firm commitments for Excellence. At the moment, there are [67 national quality awards \(NQAs\) used in 56 countries across the world](#).

In the last three decades, BEMs and

### Current state of BE implementation research and potential limitations

A comprehensive literature review was conducted to comprehend existing research and practices to support successful BE implementation. This review revealed that there is a significant scholarly focus on BE philosophy, BEMs' history and evolution, BE application within different sectors and BE's impact on organisational performance. However, surprisingly, no research was found that specifically investigated 'how' organisations implement and achieve BE maturity. Similarly, a review of BE award winners' applications revealed sparse information on how BE

re, processes and level assessment tools required to facilitate and accelerate the excellence journey to achieve maturity and a sustainable BE culture within the organisation. This study is an extension of COER's existing research called "[Excellence Without Borders \(EWB\)](#)" and aims to examine global BE practices from an implementation perspective.

### The main objectives of the proposed research are:

I. To define organisational excellence architecture (OEA) required to achieve business excellence at different stages of excellence journey.

*This research introduces a novel concept of organisational excellence architecture. OEA can be defined as the formal support structure used to implement BE within an organisation.*

awards have contributed significantly to organisational performance. Key benefits of adopting any BEM includes; [reputation, good governance, sustainability and profitability](#). BEM's success, however, depends on how organisations implement their BE ambitions and integrate 'continuous improvement' and agile thinking in their organisational systems. Additionally, implementation of BE is dependent on the strategic and logistical design of the organisation, and therefore, without holistically considering these factors, achieving the required objectives would be difficult. Some of these factors would involve internal structure settings such as: setting up BE improvement teams or steering committees; internal processes including communication process on BE related activities, undertaking BE assessments and conducting regular staff training. Consequently, these initiatives lead towards achieving BE maturity.

was implemented with most award applications silent on organisational support structures and allocated resources to facilitate BE activities. These award applications were ambiguous on critical processes such as self-assessments, internal communication and reward and recognition schemes to encourage sustainable BE. In summary, there is a significant research gap concerning the optimum organisational excellence architecture to implement and embed a sustainable BE culture.

The Centre for Organisational Excellence Research (COER), Massey University, New Zealand, has recently initiated an exciting research project on successful BE implementation. This research introduces a novel concept of organisational excellence architecture. OEA can be defined as the formal support structure used to implement BE within an organisation. The research aim is to investigate an optimum organisational infrastructure such as resources, internal supporting structure,

II. To identify components of OEA.

III. To establish if OEA is dependent on certain factors such as BE maturity, industry, size, sector, and urgency to implement BE.

IV. To develop a 'how-to' guide on OEA for each stage of the excellence journey.

The research design for this project involves an intensive literature review, analysis of BE award winners' submission reports, online surveys and (optional) structured interviews to develop a conceptual model of OEA. The online survey and structured interviews will help to understand the importance and current state of OEA from the participating BE organisations. Considering the high practical relevance of this research project, the GEM Council (which consists of organisations that are recognised globally as the guardians of premier excellence models and award processes) and Global Benchmarking Network have

approved their and supporting the proposed project.

#### Invitation to participate in the research

Organisations that have reached a high level of maturity with regards to business excellence (award applicants and winners) are invited to participate through completing a survey with an optional opportunity to participate in follow-up structured interviews. The survey will introduce OEA to the participants and obtain feedback on their respective OEA to drive a BE agenda within their organisations.

#### Key benefits for participating organisations:

1. Answering the survey questions will help organisations to reflect on their existing BE approach and assess the effectiveness of their respective BE structure.
2. All participating organisations will receive a report of the survey findings enabling them to learn from best practices on how to introduce and accelerate their BE journey.

### How to participate ?

To participate please complete the survey at this link:

[https://massey.au1.qualtrics.com/jfe/form/SV\\_bILMWl2kbeq3Hw1](https://massey.au1.qualtrics.com/jfe/form/SV_bILMWl2kbeq3Hw1)

*The survey will remain open until 31 August 2021.* For further information on the research please contact Atif Baig at [a.baig@massey.ac.nz](mailto:a.baig@massey.ac.nz).

### About the authors:



Atif Baig is a Research Associate at the Centre for Organisational Excellence Research (COER), Massey University, New Zealand. He is currently doing his PhD and investigating BE models from an implementation viewpoint. The research team includes Dr Robin Mann, Head – COER, Dr James Lockhart and Dr Wayne Macpherson, Massey University, New Zealand.

Contact: [r.s.mann@massey.ac.nz](mailto:r.s.mann@massey.ac.nz) & [a.baig@massey.ac.nz](mailto:a.baig@massey.ac.nz)

# CONTACT & IMPRINT



## Fraunhofer IPK

Florian Kidschun, 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: [gbnsecretary@ipk.fraunhofer.de](mailto:gbnsecretary@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](mailto:r.s.mann@massey.ac.nz)