Importance of Benchmarking & Business Excellence in Today’s World

by
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Centre for Organisational Excellence Research
New Zealand

18 November 2021
The Centre for Organisational Excellence Research is composed of three parts.

- **COER Massey University**
- **BPIR.com Limited**
- **COER Limited**
Excellence without borders; exploring how business excellence frameworks are promoted and used globally  
Saad Ghafoor

An exploration of the organisational excellence architecture required to support an award winning business excellence journey  
Atif Baig
Saad is researching the key processes/services within each country that are necessary for widespread use of business excellence models.

**Development**

- Develop or adopt a framework

  **framework design**

**Deployment**

1. Create Awareness
2. Provide Facilitation on business improvement
3. Recognise via Awards outstanding organisations
   - a significant improvement in the management practices and performance of organisations.
Business excellence can build a healthy, wealthy, safe and sustainable world.
26 countries participated in the research from 57 countries that have a national Business Excellence Award

<table>
<thead>
<tr>
<th>Country</th>
<th>Survey</th>
<th>Interview</th>
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<tbody>
<tr>
<td>Argentina</td>
<td>✓</td>
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<td>Australia</td>
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<td>Estonia</td>
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<td>Europe (EFQM)</td>
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<td>Finland</td>
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<td>Saudi Arabia</td>
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<td>Scotland</td>
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<td>Singapore</td>
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<td>Sweden</td>
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<td>UAE</td>
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<td>UK</td>
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<td>US</td>
<td>✓ ✓ ✓</td>
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</table>

Most business excellence custodians consider their **Award** services to be much stronger than their **Facilitation** and **Awareness** services. This may explain why the take-up and use of business excellence has declined in some countries.
The Chamber of Industries of Costa Rica (CICR) reported that its Awards service is its strongest service. However, unlike most other countries the CICR perceive that its Awareness services are stronger than their Facilitation services.

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**Graph:**

- **BE Award:** 3.3
- **BE Awareness:** 2.25
- **BE Facilitation:** 1.5

*Overall Self-Rating in Performing the Activities (0=Does not do, 1=Very poor, 2=Poor, 3=Medium, 4=Good, 5=Excellent)*
Findings from the Research are being published to assist business excellence custodians learn from each other and contribute to our understanding of business excellence.


Atif Baig, COER, is studying the Organisational Excellence Architecture required to accelerate an organisation’s business excellence journey.

**Structure:** How organization organize internally to support BE activities. This includes management and operational structure to oversee/support BE activities within the organization.

- Steering Committees
- Governance Committees
- Units and departments - Directly responsible for BE
- Units and departments - Indirectly responsible of BE
- BE Teams / Councils
- Level (seniority of BE Managers) / Mandates of BE committees
- Teams responsible for BE
- BE Champion in each department / BE Category leaders
- How organisation name their quality departments, units or teams?

**Processes:** Linked but standalone activities to implement BE agenda within the organization.

- BE training Process (internal and external)
- BE internal communication process (downward + upward)
- BE target / objective setting process
- BE target communication process
- BE rewards and recognition process
- BE interdepartmental / units coordination process

**Resources:** Dedicated people / other resources available to support BE activities within the organization.

- Number of full time or equivalent employees dedicated for BE
- HR plan for BE
- Financial resources - Budget allocation for BE Program
- External BE consultants / training resources / Assessments

**Assessment:** How organization conduct BE assessment/gap analysis? How they develop an action plan to respond to the assessment outcome?

- Types of assessments (Self / internal assessments / External assessments)
- Frequency of assessment
- Scope of Assessment (limited to the specific units or to the whole organisation)
- Action planning process
- How they do the assessment? Through category leaders / SMEs?
Organisations that are on a Business Excellence Journey can still participate in the research

Calling all Business Excellence Award Winners and Applicants – An Opportunity to Participate in Leading-Edge Research on Achieving & Sustaining Performance Excellence – SURVEY NOW LIVE

Go to the BPIR News page for more information and a survey link

Awareness – There is some awareness of “business excellence” but none of our staff have been trained in business excellence. We are not sure how BE can be applied within our organisation.

Initiation – Started the journey to excellence, working out the vision and plans for embarking on the excellence journey. Key members of staff have attended training courses on business excellence.

Adoption – Created the foundation and necessary enablement activities. We have undertaken at least one assessment against a BE model/framework and taken steps to improve our systems and performance.

Progressing – Gaining confidence in the application of excellence activities and learning from best practices. We have undertaken a few BE assessments and can demonstrate improved performance as a result of our BE approach.

Maturity – Established a high level of excellence maturity. Benchmark data indicates good to excellent performance relative to competitors or other comparable organisations.

Leading – Reached a leading position of excellence in many key areas of the organisation demonstrated by receiving high-level recognition at regional/national awards for business excellence.

Sustaining (World Class) – Reached and sustained a leading position of excellence in many key areas of the organisation for five or more years including winning national/international business excellence awards and other awards at the highest level.

51 organisations have participated in the research representing all levels of Business Excellence Maturity.
Organisations participating are from many countries representing the public and private sector with most using the EFQM model.
The majority of business excellence organisations undertake business excellence assessments within a one year time frame either as an annual assessment (39%) or through a real-time assessment (22%).

- We assess our BE performance every year: 39%
- We have a real-time BE assessment system in place in our organisation: 22%
- We assess our BE performance every two years: 16%
- We do not undertake regular BE assessments: 12%
- We assess our BE performance every three years: 11%

Responses = 51
Leading and world-class organisations have a more structured Organisational Excellence Architecture than less mature organisations.
Survey respondents recommend that four factors should be considered when implementing an Organisational Excellence Architecture with the “level of business excellence maturity” being the most important.

**Factors impacting OEA**

1. **Level of maturity**: 87% agree
   - 2% Strongly Disagree
   - 8% Disagree
   - 2% Undecided
   - 52% Agree
   - 35% Strongly Agree

2. **Size of the organisation**: 81% agree
   - 2% Strongly Disagree
   - 10% Disagree
   - 6% Undecided
   - 60% Agree
   - 21% Strongly Agree

3. **Industry Type**: 69% agree
   - 6% Strongly Disagree
   - 15% Disagree
   - 10% Undecided
   - 50% Agree
   - 19% Strongly Agree

4. **Speed**: 79% agree
   - 2% Strongly Disagree
   - 8% Disagree
   - 10% Undecided
   - 58% Agree
   - 21% Strongly Agree

% of Responses of ‘Yes

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly Agree
Business Excellence Models assess where you are.

Benchmarking helps you to improve through learning and applying better practices.
The new website was launched in June 2021
Best practice information is searchable via the criteria of business excellence/ productivity models

Search our best practice database or Network to share best practices

Book Launch: The Learning-Driven Business – How to Develop an Organizational Learning Ecosystem
Introducing Dr Azaa Garaad’s book “The Learning Driven Business – How to Develop an Organisational Learning Ecosystem” – a great read stressing the importance of individual and organisational learning, his book provides a significant contribution to organisational learning and business improvement literature. It is simple and easy to read, with many practical examples of how learning can be applied to create an organizational learning culture.

Seven Organizations Selected for Virtual Site Visits for 2021 Baldrige Award
Seven U.S. organizations have been selected to receive site visits this fall, proceeding to the final stage of the examination process for the 2021 Malcolm Baldrige National Quality Award (MBNQA), the nation’s highest award for organizational performance excellence.

Benchmarking in Supply Chain and Logistics
I was delighted to participate in the 4th European Conference on Industrial Engineering & Operations Management (EOM) last month. The theme of this cycle was “Road to Resilient Manufacturing and Logistics”. Over the 4 days of the conference, there were more than 90 presentations, 11 competitions, and 6 discussion panels. It was truly an outstanding event! Below I will share the key points of the presentation with some elaboration on the stages of TRADE Benchmarking methodology.

Want to reinvent how you do salaries in your organisation?
Back in 2017, I wrote a blog about three things to consider when thinking of moving towards self-set salaries. Since then, I’ve continued to gather examples of principles and practices from different
This shows a search of case studies via the EFQM Model and Category 1.1 Define purpose & vision
This shows a search for “Tools & Techniques” related to “Innovation”

Search our best practice database or Network to share best practices

Business Incubators – (Innovation Hubs, Science and Technology Parks)
Business incubators are facilities through which assistance is provided to entrepreneurs in establishing and growing new companies.

Dynamic Innovation
Dynamic innovation is a combination of traditional innovation, cross-functional collaboration, and incremental development.

Organisational Learning – Innovation Project (Collective Invention, Team Learning)
Innovation projects involve the formation of multi-person teams to facilitate the development of novel products or processes.

Radical Innovation (RI) – (Innovation Management)
Radical innovation is a process for developing products and services with unique features, or that offer the potential for significant improvements in performance and cost.

The Theory of Inventive Problem Solving (TIPS, TRIZ, Systematic Innovation)
The Theory of Inventive Problem Solving (TIPS) is an analytical discipline for innovative solutions that overcome basic engineering contradictions in a step by step manner to a
We publish at least 8 Best Practice Reports per year.

In This Report...

1. What are “vision, mission, and values”?
2. Which organisations have received recognition for having vision, mission, and values statements that are strong and inspirational?
3. How have organisations reached high levels of success through their vision, mission, and values?
4. What research has been undertaken into vision, mission, and values?
5. What tools and methods are used to achieve high levels of success in vision, mission, and values?
6. How can the success of vision, mission, and values be measured?
7. What do business leaders say about vision, mission, and values?
8. Conclusion.

Recent Best Practice Reports

- Information & Knowledge Management: Artificial Intelligence
- Strategy: Strategic Foresight and Future Shaping
- Leadership: Crisis Management of COVID-19
- Information & Knowledge Management: Big Data
- Leadership: Corporate Social Responsibility
The BPIR.com encourages individuals and organisations to share best practices and network

SPECIAL OFFER
For those watching this presentation if you email Sergio Leitón sarias@cicr.com by 22 November 2021 I will provide you with one months’ free membership.
COER founded and organises the International Best Practice Competition & Organisation-Wide Innovation Award, [www.bestpracticecompetition](http://www.bestpracticecompetition)


In 2018, COER with the Abu Dhabi Chamber, founded & organized the Global Organisational Excellence Congress with over 1,300 attendees
Applicants to the International Best Practice Competition have their best practices assessed against the IBPC Best Practice Certification System

Criteria for assessing a best practice:

- Level of deployment
- Innovation
- Best Practice performance (Results)
- Best Practice evidence
- Review/next steps planned

Certification levels:

- International Best Practice (Role Model, World-Class, Wow!) (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, ★)
SEHA – Ambulatory Healthcare Services, UAE were a 7-Star Winner of the International Best Practice Competition 2021 for their practice on COVID-19 National Drive-Through Screening Centers. SEHA constructed 18 drive-through screening hubs across the seven Emirates of UAE within 15 days.

Organisations from Costa Rica are encouraged to apply in 2022

To apply visit www.bestpracticecompetition.com
COER’s TRADE Best Practice Benchmarking Methodology is used by public and private sector organisations in many countries around the world.

Certification is provided on completion of TRADE Training and benchmarking projects.
TRADE Best Practice Benchmarking provides a systematic and effective approach for breakthrough improvements and sustainable change management.

TRADE focuses on the exchange (or “trade”) of information and best practices to improve the performance of processes, goods and services.
Tell me I may forget
Show me I may remember
Involve me and I will understand
Benchmarking provides a winning formula

Your knowledge, experience and creativity + best practices = NEXT PRACTICES!!!
Since 2015, 34 high profile government projects have been undertaken as part of Dubai We Learn. These projects have benefited all aspects of Dubai’s society from health to education and the economy.

### 1st Cycle of Dubai We Learn

<table>
<thead>
<tr>
<th>Government Entity</th>
<th>Project title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dubai Corporation for Ambulance Services</td>
<td>Development of Emirati Paramedic’s Leaders</td>
</tr>
<tr>
<td>Dubai Courts</td>
<td>Personal Status Smart Certifications Services</td>
</tr>
<tr>
<td>Dubai Culture</td>
<td>Developing National Human Resources for Museums</td>
</tr>
<tr>
<td>Dubai Electricity &amp; Water Authority</td>
<td>Shams Dubai Initiative - Increasing customer awareness and engagement</td>
</tr>
<tr>
<td>Dubai Land Department</td>
<td>Towards Happy employees</td>
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<tr>
<td>Dubai Municipality</td>
<td>Improving Purchase Procedures and Channels</td>
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<tr>
<td>Dubai Police</td>
<td>Integrated Knowledge Management</td>
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<tr>
<td>Dubai Statistics Center (DSC)</td>
<td>Innovative Statistics</td>
</tr>
<tr>
<td>General Directorate of Residency &amp; Foreigners Affairs Dubai</td>
<td>Developing a World-Class Customer Service Design Process</td>
</tr>
<tr>
<td>Knowledge &amp; Human Development Authority</td>
<td>People Happiness</td>
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<tr>
<td>Mohamed Bin Rashid Enterprise for Housing</td>
<td>Improving Customer Experience</td>
</tr>
<tr>
<td>Public Prosecution</td>
<td>Judicial Knowledge Management</td>
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<tr>
<td>Road and Transport Authority</td>
<td>RTA’s Knowledge Repository Gateway</td>
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### 2nd Cycle of Dubai We Learn

<table>
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<th>Government Entity</th>
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<tr>
<td>Dubai Civil Aviation Authority</td>
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<tr>
<td>Dubai Corporation for Ambulance Services</td>
<td>Treat the patient not the Clock</td>
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<tr>
<td>Dubai Customs</td>
<td>Dubai Accredited Clients</td>
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<td>Dubai Electricity and Water Authority</td>
<td>AFKARI Ideas Management System</td>
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<tr>
<td>Dubai Health Authority</td>
<td>Prevention better than Cure</td>
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<tr>
<td>Dubai Human Resources Department</td>
<td>Launching a Dubai Government HR Think Tank</td>
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<tr>
<td>Dubai Municipality</td>
<td>Knowledge and Innovation Hub</td>
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<tr>
<td>Dubai Police</td>
<td>Call of Duty: Police Edition</td>
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<tr>
<td>Dubai Public Prosecution</td>
<td>A Smarter Public Prosecution Services</td>
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<tr>
<td>General Directorate of Residency and Foreigners Affairs Dubai</td>
<td>Positive Energy</td>
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<tr>
<td>Knowledge and Human Development Authority</td>
<td>Governance without Governor</td>
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### 3rd Cycle of Dubai We Learn

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<td>Dubai Municipality</td>
<td>Digital Transformation of Contracts</td>
</tr>
<tr>
<td>Dubai Electricity &amp; Water Authority Community Development Authority</td>
<td>EV Green Charger 2.0</td>
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<tr>
<td>Dubai Land</td>
<td>Smart Property Valuation</td>
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<tr>
<td>Dubai Police</td>
<td>Airport Secure Luggage (Safe Bags)</td>
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<tr>
<td>Dubai SME</td>
<td>Improving Entrepreneur’s Business Guidance &amp; Start Up Services</td>
</tr>
<tr>
<td>Road &amp; Transport Authority</td>
<td>Return on Innovation for Agile Innovation Journey</td>
</tr>
<tr>
<td>General Directorate of Residency &amp; Foreigners Affairs Dubai</td>
<td>Cooperative Integration System</td>
</tr>
<tr>
<td>Dubai Health Authority</td>
<td>Dubai Heart Safe City</td>
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<tr>
<td>Dubai Corporation for Ambulance Services</td>
<td>Moonshot: Is Where Magic Happens</td>
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</table>
### 3rd Cycle: Three project teams gained a 7-star ranking

<table>
<thead>
<tr>
<th>7 Stars ★★★★★★★</th>
<th>TRADE Benchmarking Proficiency Certificate with Commendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEWA</td>
<td><strong>Electrical Vehicle Green Charger 2.0</strong> - Creating a niche in the international market in EV adoption, branding DEWA as a pioneer within the UAE and GCC in designing of a customised EV fast charger with smart solutions.</td>
</tr>
<tr>
<td>Dubai Police</td>
<td><strong>Airport Secure Luggage (Safe Bags)</strong> - Saved 18 million US$ for airlines from reduced passenger summoning due to non-complying bags, increased productivity of screeners meant 14 less screeners required per annum saving 500K US$ per annum</td>
</tr>
<tr>
<td>Dubai Municipality</td>
<td><strong>Digital Transformation of Contracts</strong> - Reduced time from tender to approval 99 days to 33 days average, saved 10-20 million US$ per annum</td>
</tr>
<tr>
<td>Dubai Corporation for Ambulance Services</td>
<td><strong>Moonshot: Is Where the Magic Happens</strong> – Developed an Innovation Blueprint to become a world-class emergency service provider by 2021 &amp; improved its innovation maturity score from 46% to 64% and received Gold Accreditation for innovation management by Ideas UK.</td>
</tr>
<tr>
<td>Dubai SME</td>
<td><strong>Improving Entrepreneurs’ start-up guidance and support services</strong> – Reduced the service process cycle time to complete an application reduced from 4.25 days to 1 day saving employee and customer time equivalent to AED 10,300,000 up to June 2020</td>
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### 5 to 6 Stars ★★★★★★

<table>
<thead>
<tr>
<th>TRADE Benchmarking Proficiency Certificate with Commendation</th>
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<tr>
<td>Community Development Authority</td>
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<tr>
<td>Dubai Health Authority</td>
</tr>
<tr>
<td>General Directorate of Residency &amp; Foreigners Affairs</td>
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<tr>
<td>Roads &amp; Transport Authority</td>
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### 3 to 4 Stars ★★★

<table>
<thead>
<tr>
<th>TRADE Benchmarking Proficiency Certificate</th>
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<tr>
<td>Dubai Land Department</td>
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The following books have documented how Dubai We Learn has improved government services and generated savings in the hundreds of millions of dollars.

In April 2020, the Dubai Government decided to use the TRADE Methodology to assist the Executive Council’s Crisis and Disaster Management Committee

**Aim**

For Dubai to become a Global Best Practice in Managing and Recovering from the Coronavirus Pandemic.

**Methodology**

To utilize the TRADE Best Practice Benchmarking Methodology to support the Crisis and Disaster Management Committee in learning from and applying best practices and fully exploit the creative ideas of Dubai government and its citizens.

*Team members had to have been involved in a TRADE project previously with preference given to team leaders/facilitators from 7-star projects.*
**Five teams formed each focussed on a different pillar**

1. Crisis Management
2. Health
3. Food Security & Supply Chain
4. Economy
5. Societal Behaviour
SWOT, Fishbone and Gap Analysis were used to understand the current situation and identify the areas where best practices/ideas are required.

### SWOT Analysis

SWOT analysis is a useful tool for identifying the factors that may hinder or help the achievement of your project aim and assist in further defining the scope of your project. It is useful for identifying the areas that should be benchmarked. Only accept precise, verifiable statements. Answer the question below before proceeding with the SWOT analysis.

**What are you trying to improve?** (This should be related to the aim of your project)

<table>
<thead>
<tr>
<th>What are the internal factors?</th>
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<tbody>
<tr>
<td>Strengths</td>
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<tr>
<td>What do you do well?</td>
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</tbody>
</table>

#### Strengths

1. Established relationships with key stakeholders and partners.
2. Strong crisis management capabilities.
3. Innovative and adaptive organizational culture.
4. Effective communication and transparency in decision-making processes.

#### Weaknesses

1. Limited capacity and resources for continuous improvement.
2. Inadequate crisis response mechanisms.
3. Lack of clear and consistent guidelines for decision-making.

### Gap Analysis

- **Current State**: An assessment of the current state of the organization's processes and systems.
- **Desired State**: A vision of the future state that the organization aims to achieve.
- **Gap Analysis**: The comparison between the current and desired states to identify areas for improvement.

### Fishbone Analysis

- **What are the root causes?**
- **How can we address these root causes?**

### Future Readiness & Readiness

- **What steps need to be taken to ensure future readiness?**
- **What actions can be taken to address the identified gaps?**
## Example of Best Practice Search Form for the Crisis Management pillar

<table>
<thead>
<tr>
<th>Name of Pillar:</th>
<th>Pillar 1 - Crisis Management</th>
<th>Searching for best practices in these areas (Maximum of 6 areas):</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Crisis Leadership</td>
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<td>2. Effective Media Control</td>
<td></td>
<td></td>
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<tr>
<td>3. Data Control &amp; Management</td>
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<td></td>
</tr>
<tr>
<td>4. Effective &amp; Efficient Utilization of Communication Channels</td>
<td></td>
<td></td>
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<tr>
<td>5. Future Foresight &amp; Readiness</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Search No.1:</th>
<th>Crisis Leadership</th>
<th>Describe the practices/information related to Search No. 1 that should also be searched for:</th>
</tr>
</thead>
<tbody>
<tr>
<td>This search includes:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Which cities/states/countries have shown leadership in managing this crisis or similar crises? What best practices have their leadership exhibited?</td>
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<td></td>
</tr>
<tr>
<td>b) Which cities/states/countries have established a consistent policy planning and implementation framework based on data and a rational decision-making process enabling a fast, effective and well thought out response to an emergency?</td>
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</tr>
<tr>
<td>c) What process should be used to identify critical talent to manage a crisis and ensure they are trained and equipped to lead in a crisis?</td>
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<tr>
<td>d) How the critical talent came together on decision making (assuming they are working across) what sort of technology/process/method connected them bypassing typical organisational silos?</td>
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<td></td>
</tr>
<tr>
<td>e) What process should be used to identify critical talent to support the crisis</td>
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</tr>
</tbody>
</table>
### Example of a completed Best Practice Search

#### 1d New Zealand – “Go Hard Go Early”, an Informed Strategy

<table>
<thead>
<tr>
<th>Website</th>
<th>Article</th>
<th>Video</th>
</tr>
</thead>
<tbody>
<tr>
<td>Podcast</td>
<td>Conference</td>
<td>Other</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Title of source material</th>
<th>Source web-link</th>
<th>Name</th>
</tr>
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**"Most New Zealanders can verbalize the government’s response to Covid-19 because Jacinda Arden’s message was Very Clear and decisive. It adopted a Science-driven approach. This is what NZ did:**

- PM immediately sought advise from Scientists and Health professionals
- **Decide upon Mitigation or Elimination Approach**
- Mandatory quarantine on Mar 15 for new arrivals
- Countrywide lockdown escalated to highest level with 100 cases only
- Director of Health Ashley Bloomfield at press conference with PM, on daily basis
- Prof Michael Baker, Otago University Public Health Dept fully engaged
- Prof Shaun Hendy, Science Exert, Auckland University
- These local experts engaged the international communities and gave advice.

See CC9 PDF for NZ’s 4 distinct Alert levels for COVID 19 distributed island wide – very clear.

#### 1e Singapore – Whole of Government Approach

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<tr>
<th>Website</th>
<th>Article</th>
<th>Video</th>
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<tr>
<td>Podcast</td>
<td>Conference</td>
<td>Other</td>
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**On 3 Feb 2020, Singapore’s PM addressed all his cabinet ministers and parliament about COVID**

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<tr>
<th>Name</th>
<th>Position</th>
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<tr>
<td>Lawrence Wong</td>
<td>Chair of Multi</td>
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New Zealand has one of the lowest death rates due to Covid with 33 deaths in total.
New Zealand’s Covid-19 response the best in the world, say global business leaders

In boost for Jacinda Ardern’s election chances, country ranked highest for stability, economy, virus control and resilience

- Coronavirus - latest updates
- See all our coronavirus coverage

A global survey of the public relations industry puts the Ardern government top of the pile.

As New Zealand records its second consecutive day of zero new cases of Covid-19, moving cautiously closer towards the goal of “elimination”, the government has received another international plaudit for the response – this time from public relations practitioners.

World Health Organization praises New Zealand’s response to Covid-19 again

The head of the World Health Organization has warned the world needs to be better prepared for the next pandemic, and again highlighted New Zealand’s response to the current global Covid-19 outbreak.

New Zealand performed best in terms of political stability during the Covid crisis, according to the Bloomberg survey. Photograph: Phil Walter/Getty Images

New Zealand’s response to the coronavirus pandemic has been the best in the world and is the country that gives business leaders the most confidence for future investment, according to a Bloomberg Media survey.

New Zealand ranked strongly for political stability, the economic recovery, virus control and social resilience in Bloomberg’s market crisis management index, published on Thursday.

The index scores New Zealand at 238, above second-placed Japan at 204 and Taiwan in third on 198. Australia was sixth with 151, while the UK and US – despite their high case numbers and fatalities from Covid-19 - were ninth and 10th.

In a boost for Jacinda Ardern’s chances of winning a second term in the election on 17 October, New Zealand scored the highest ranking in each of the
Best Practices

- Decisive Leadership (albeit after public pressure)
- Firefighting
- Listening to citizens
- Respected Leadership
- Simple & Clear Communication

Elimination Strategy

- Strong Border Controls (2 weeks quarantine at borders, border only open to New Zealanders)
- Economy - wage subsidy

Other factors that assisted NZ

- Low population density
- Compliant population
- Luck?
Each team gave a presentation and submitted a benchmarking report to the Crisis and Disaster Management Committee on 9 June 2020 for review and deployment.

These reports were later amalgamated into a Benchmarking Report for the whole project.

Further benchmarking projects related to the economic recovery are planned.
TRADE Best Practice Benchmarking Training Course – Costa Rica

Consists of four on-line sessions:

2:00 pm to 5:00 pm, 15, 17, 22 and 24 February 2022

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- [www.BPIR.com](http://www.BPIR.com) best practice resource,
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- International Best Practice Competition [www.bestpracticecompetition.com](http://www.bestpracticecompetition.com).