

Importance of Benchmarking & Business Excellence in Today's World

by
Dr Robin Mann
Centre for Organisational Excellence Research
New Zealand

18 November 2021



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

Acquire
Knowledge

- **COER Massey University**

Share
Knowledge

- **BPIR.com Limited**

Apply
knowledge

- **COER Limited**

COER's Headquarters in New Zealand





**Excellence without borders;
exploring how business excellence
frameworks are promoted and used
globally** Saad Ghafoor



MASSEY UNIVERSITY



**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

Create **Awareness**



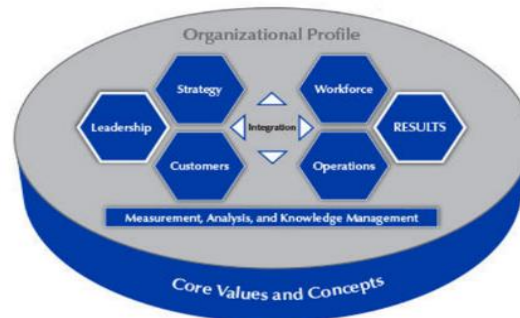
Provide **Facilitation** on
business improvement



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.



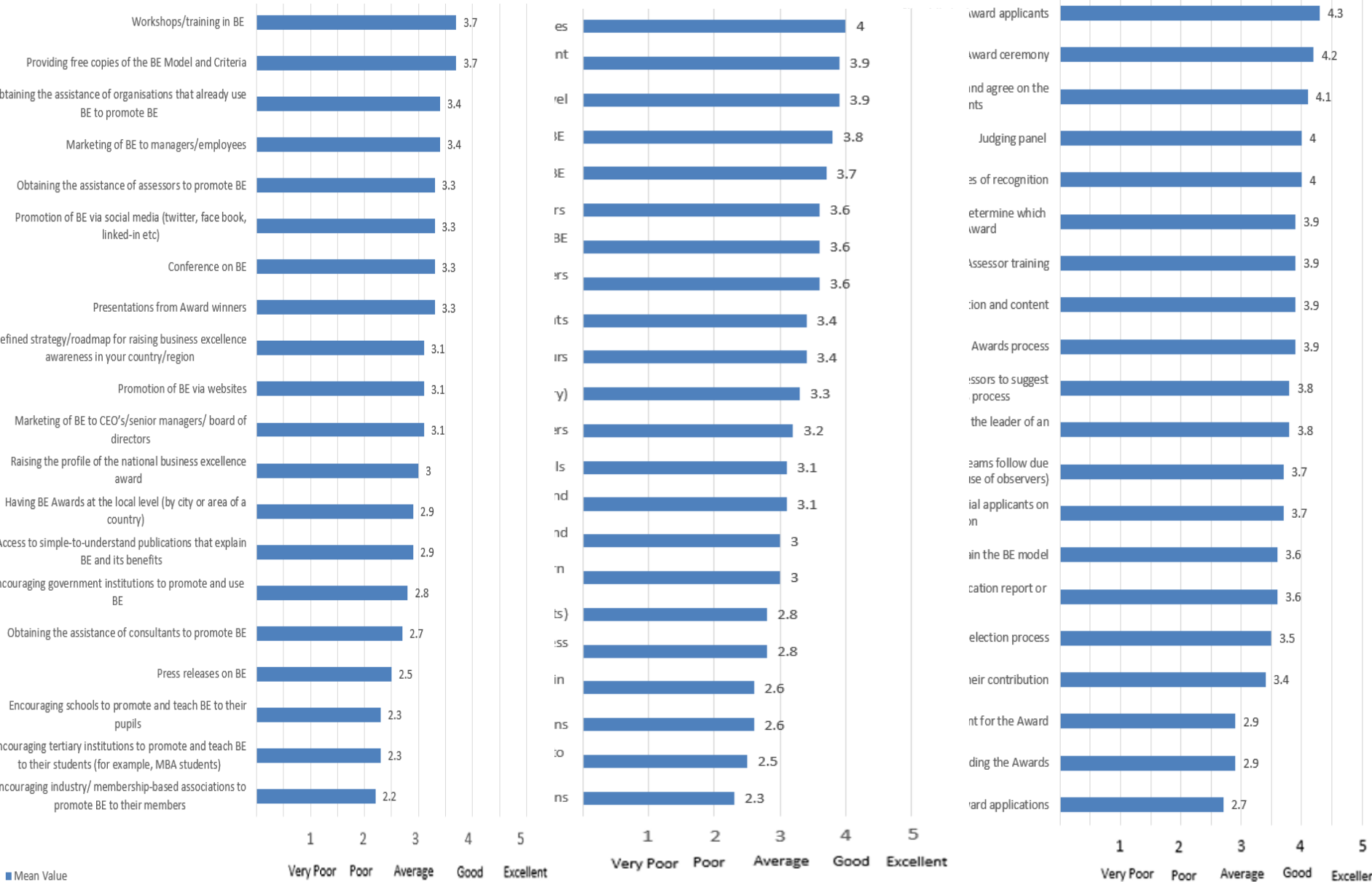
SUSTAINABLE DEVELOPMENT GOALS
17 GOALS TO TRANSFORM OUR WORLD



26 countries participated in the research from 57 countries that have a national Business Excellence Award

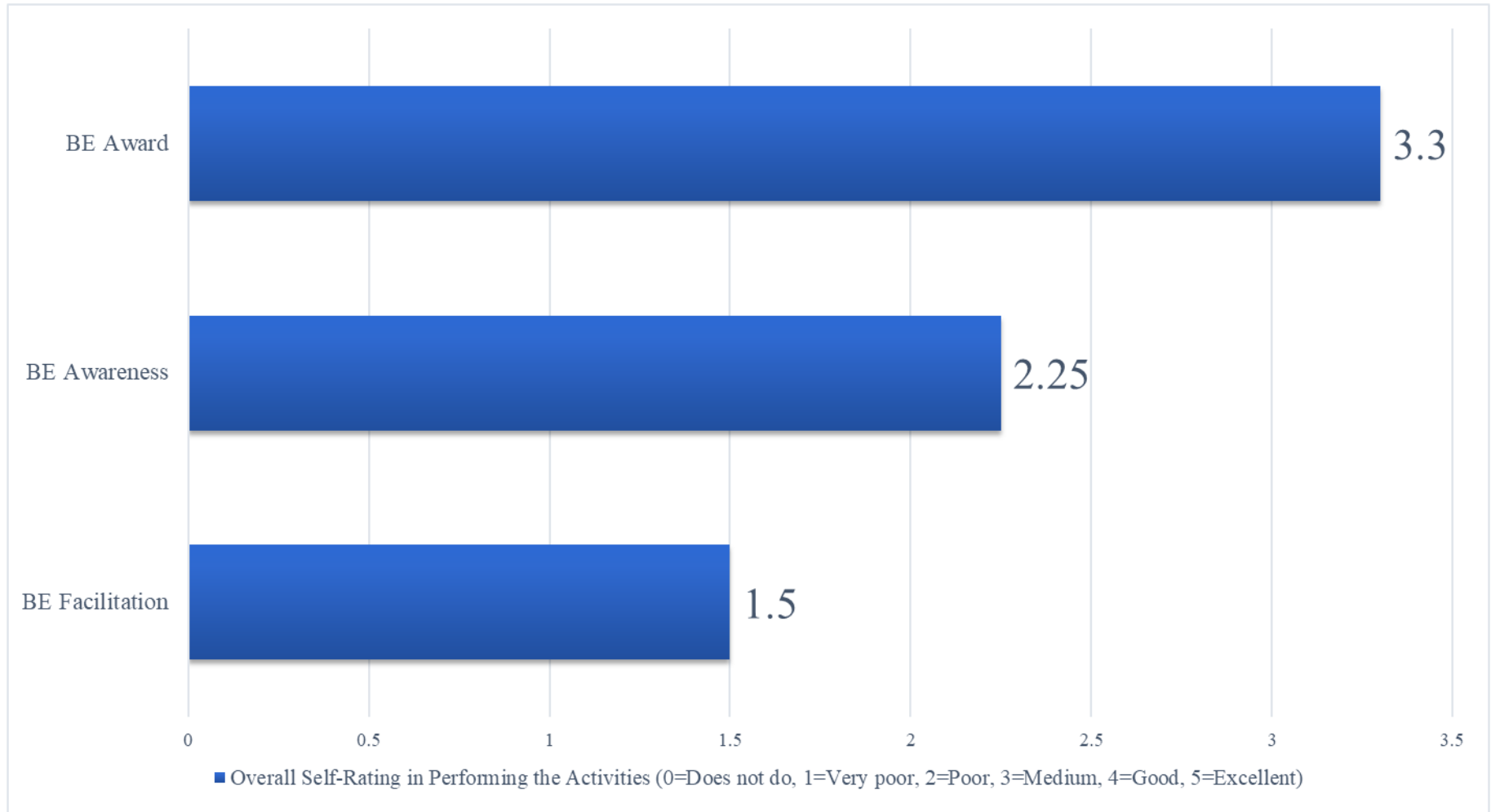
Country	Survey	Interview	Country	Survey	Interview	Country	Survey	Interview
Argentina	✓		Finland	✓		Saudi Arabia	✓	
Australia	✓		India	✓		Scotland	✓	✓
Canada	✓		Japan	✓		Singapore	✓	✓
Costa Rica	✓	✓	Jordan	✓	✓	Spain	✓	
Czech Republic	✓	✓	Malaysia	✓		Sweden	✓	✓
Ecuador	✓	✓	Mexico	✓		UAE	✓	✓
El Salvador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

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.



Awareness, average 3.1 **Facilitation, average 3.3** **Awards, average 3.8**

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.



Findings from the Research are being published to assist business excellence custodians learn from each other and contribute to our understanding of business excellence.

1. Ghafoor, S., Grigg, N.P. and Mann, R. (2021), **An investigation of designing, developing and modifying business excellence frameworks**, *Measuring Business Excellence*, Vol. <https://doi.org/10.1108/MBE-10-2020-0137>
2. Saad Ghafoor, Robin Stephen Mann & Nigel Grigg (2021) **The strengths and opportunities for improvement of the Baldrige Performance Excellence Program**, *Quality Management Journal*, 28:3, 128-144, DOI: [10.1080/10686967.2021.1920867](https://doi.org/10.1080/10686967.2021.1920867)
3. Saad Ghafoor, Nigel P. Grigg, Sanjay Mathrani & Robin Mann (2020) **A bibliometric and thematic review of business excellence journal papers from 1990 to 2020**, *Total Quality Management & Business Excellence*, DOI: [10.1080/14783363.2020.1847638](https://doi.org/10.1080/14783363.2020.1847638)



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?

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

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

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

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



Home Best Practice Search Best Practice Benchmarking -

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

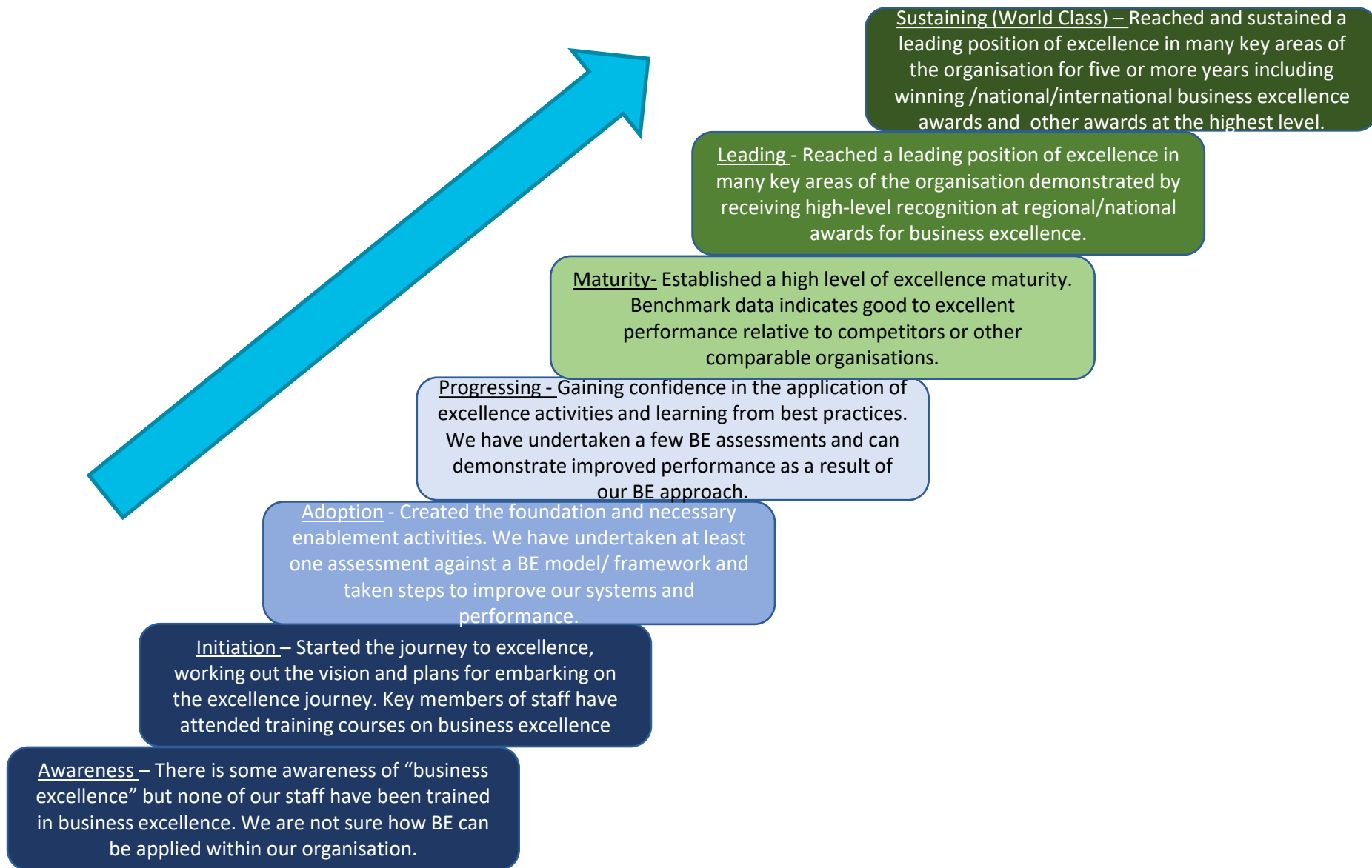
by Ahmed Abbas | Oct 08, 2021



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

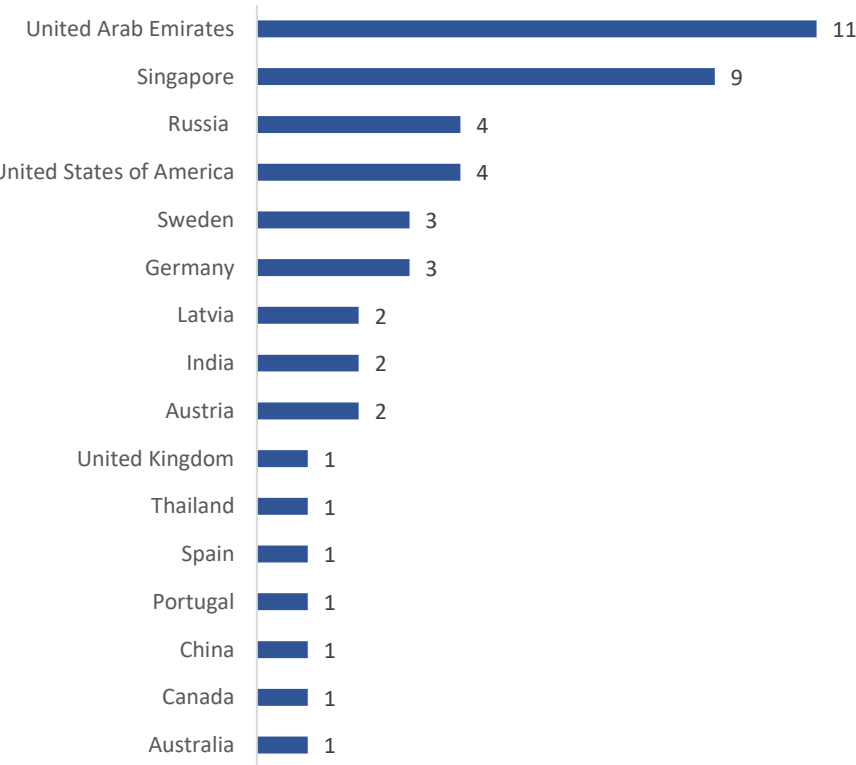
<https://www.bpir.com/calling-all-business-excellence-award-winners-and-applicants-an-opportunity-to-participate-in-leading-edge-research-on-achieving-sustaining-performance-excellence-survey-now-live-2/>

51 organisations have participated in the research representing all levels of Business Excellence Maturity

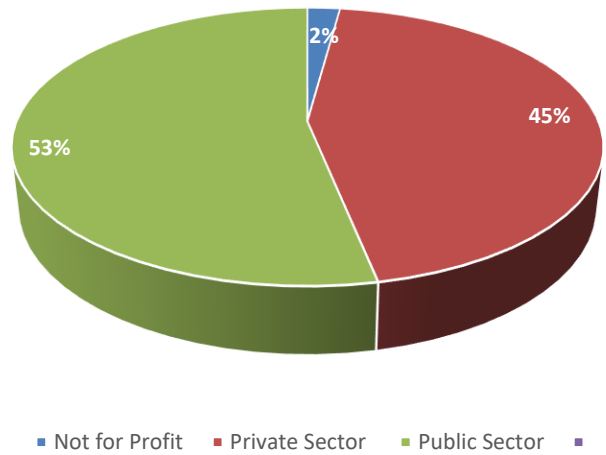


Organisations participating are from many countries representing the public and private sector with most using the EFQM model

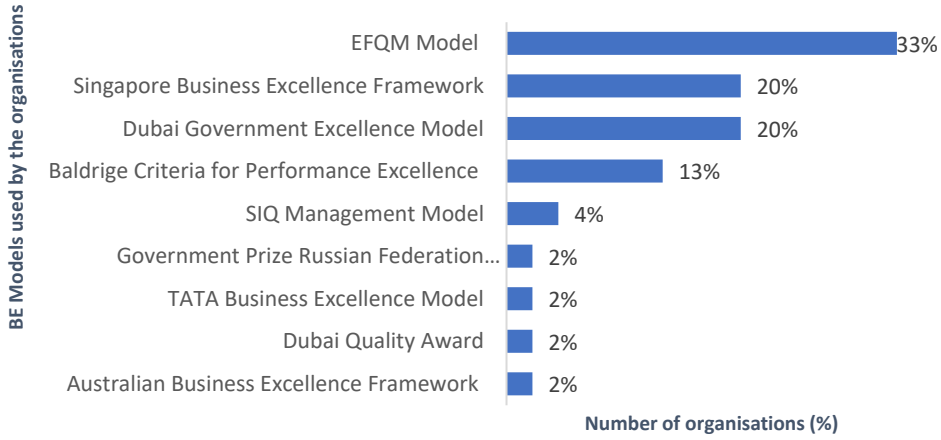
Participation by country



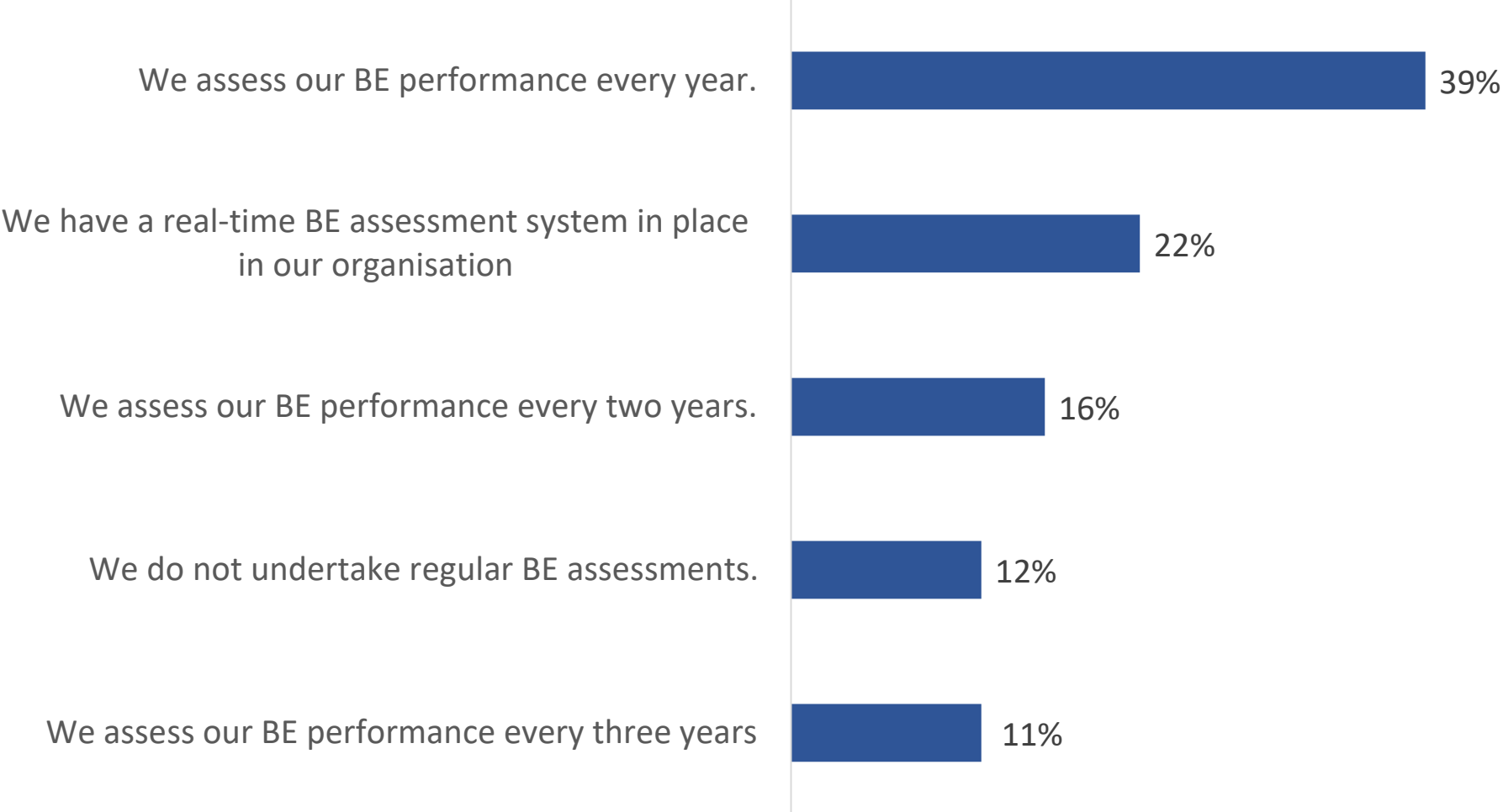
Participants' Sectors



Excellence Models used by the participants



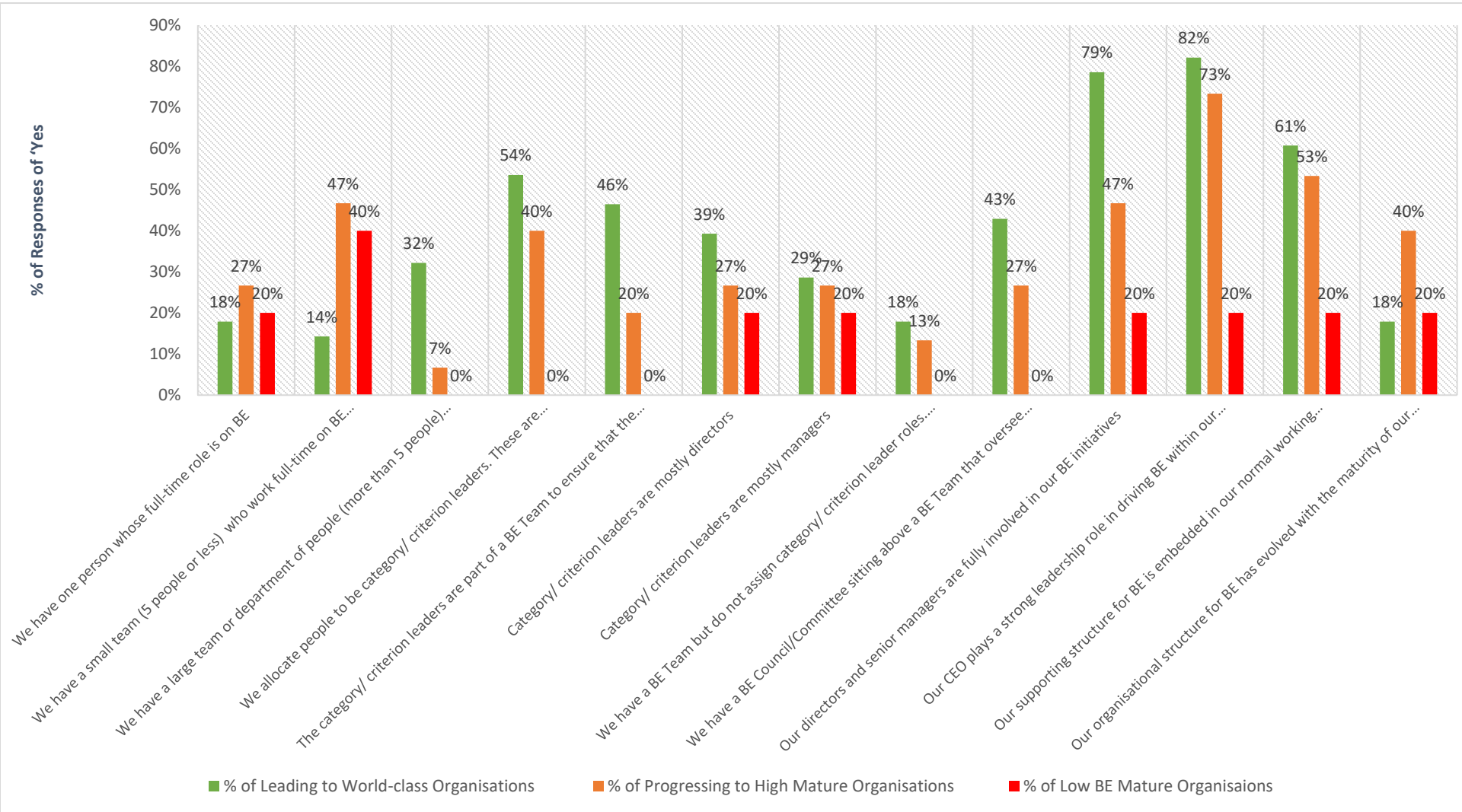
The majority of business excellence organisations undertake business excellence assessments within a one year time frame either as an annual assessment (39%) or through a real time assessment (22%)



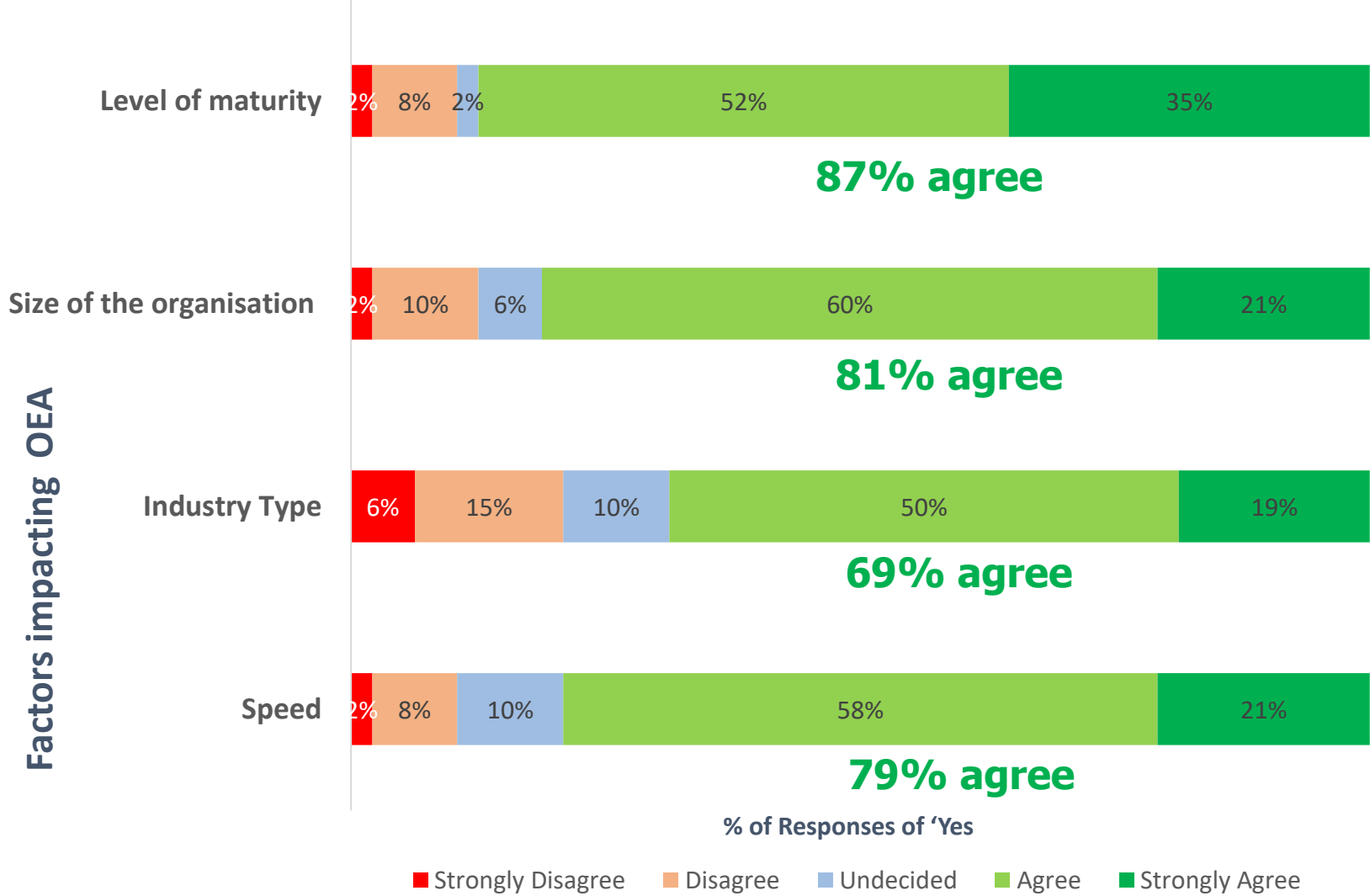
Responses = 51

Responses (%)

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





- **Benchmarking helps you to improve through learning and applying better practices**

Business Excellence Models assess where you are....

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Knowledge

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The Best Practice Improvement Resource

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All data uniquely searchable via business excellence model criteria (Baldrige/EFQM) to guide you on your improvement journey.

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Best Practice Reports

Receive our internationally acclaimed Best Practice Reports, providing best practices, innovative ideas, and research data on all topics related to business success.



Benchmarks & Best Practices

Measure your performance (over 1,200 measures), benchmark against others and learn directly from 1,000s of best practice case studies. All supported by the TRADE Best Practice Benchmarking methodology.

BPIR.com Membership Advantages

Whether you are looking to improve productivity or profitability, increase employee engagement and retention or looking for ideas to drive customer loyalty, you've come to the right place.

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](#)

- ☐ Show all
- ☐ Award Winners
- ☐ Best Practice Reports
- ☐ Case Studies
- ☐ Expert Opinions
- ☐ Measures/Benchmarks
- ☒ Latest News
- ☐ Research Studies
- ☐ Self-Assessments
- ☐ Tools & Techniques

FILTERS

Close

PERFORMANCE MODEL

CATEGORIES

FILTER

Book Launch: The Learning-Driven Business – How to Develop an Organizational Learning Ecosystem

Introducing Dr Alaa Garad'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 organizational 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 (IEOM) 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*

Search our best practice database or [Network to share best practices](#)

Search ...



- ☐ Show all
- ☐ Award Winners
- ☐ Best Practice Reports
- ☒ Case Studies
- ☐ Expert Opinions
- ☐ Measures/Benchmarks
- ☐ Latest News
- ☐ Research Studies
- ☐ Self-Assessments
- ☐ Tools & Techniques

FILTERS

Close

PERFORMANCE MODEL

EFQM Model (New)

1.1 Define purpose & vision

COUNTRY

Please Select

INDUSTRY

Please Select

SIZE

Please Select

FILTER

Achieving strategic agility through a strategic planning portfolio process

This stimulating article explores lessons from Switzerland based packaging and processing company Tetra Pak on how to develop real-world strategic agility by moving to a continuous decision-making process. Tetra Pak successfully challenged the notion that strategic planning is solely driven by the line organisations where typically operational planning follows strategic planning. Instead, it emphasized that [...]

Strategy Execution in the Municipality, Electronics, Banking, Technology, and Consumer Utility Sectors

Here are examples of strategy execution from the municipality, electronics, banking, technology, and consumer electronics sectors. Firstly, the article features the City of Germantown, Tennessee. It was the winner of the 2019 Malcolm Baldrige National Quality Award from the U.S. Department of Commerce. The article briefly showcases its approach to strategic planning and execution. Further, [...]

Memorial Hospital and Health Care Centre's Culture Focused on "Being for Others"

The Core competency of "Being for Others" defined the organisational culture at Memorial Hospital and Health Care Centre (MHCC), a US healthcare provider and 2018 Baldrige National Quality Award recipient. A second core competency, "Cultivating Collaboration" reflected how MHCC set itself apart from others by providing ongoing and supportive work through strategic partnerships in the [...]

This shows a search for “Tools & Techniques” related to “Innovation”

Search our best practice database or [Network to share best practices](#)

innovation



☐ Show all

☐ Award Winners

☐ Best Practice Reports

☐ Case Studies

☐ Expert Opinions

☐ Measures/Benchmarks

☐ Latest News

☐ Research Studies

☐ Self-Assessments

☒ Tools & Techniques

FILTERS

Close

PERFORMANCE MODEL

BPIR Model ▼

Please Select ▼

TYPE

Please Select ▼

FILTER

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)

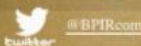
The Theory of Inventive Problem Solving (TIPS) is an analytical discipline for innovative solutions that overcome basic engineering contradictions in a step by step manner to a

Why spend time
re-inventing the wheel
when you can learn from the
experience of others?

A publication for members of the
New Zealand Business Excellence Foundation

BPIR Best Practice Report
Business Excellence Series
Volume 1, Issue 1

Leadership: Vision, Mission, and Values



We publish at least 8 Best Practice Reports per year.

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

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.

The BPIR.com encourages individuals and organisations to share best practices and network



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1 2 _ 14 →



Robin Mann

Active 12 seconds ago



Patricia Berba

Active 6 hours, 24 minutes ago

Add Friend



Ahmed Abbas

Active 7 hours, 28 minutes ago

Add Friend

Individual Members Expertise

Please Select

Member Organisation's Listed Best Practices

Please Select

Employee Size

Please Select

Industry

Please Select

Country

Please Select

FILTER

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

Held in Auckland (2012), Singapore (2013), Abu Dhabi (2014), Manila (2015), Mumbai (2017), Abu Dhabi (2018), Wellington (2021)



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

Many organisations have their own internal best practice competition

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, ★)



INTERNATIONAL
BEST
PRACTICE
COMPETITION

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.

 United Arab Emirates: SEHA Model	Vs.	Korean Model 
2 Steps in site Process	🚩	5 Steps in site Process
Pre-screening assessment via patient portal or call center	🚩	Manual questionnaire on site
Touch free registration	🚩	Manual registration on site
3 minutes per client	🚩	10 minutes per client
Symptomatic patients seen on site by a physician in site clinic	🚩	Symptomatic patients transferred to a designated hospital
Well ventilated closed temperature controlled stations	🚩	Open area, no temperature control
Capacity : 960 clients per day	🚩	Capacity : 100 clients per day



Organisations from
Costa Rica are
encouraged to apply
in 2022

To apply visit www.bestpracticecompetition.com

Apply
knowledge

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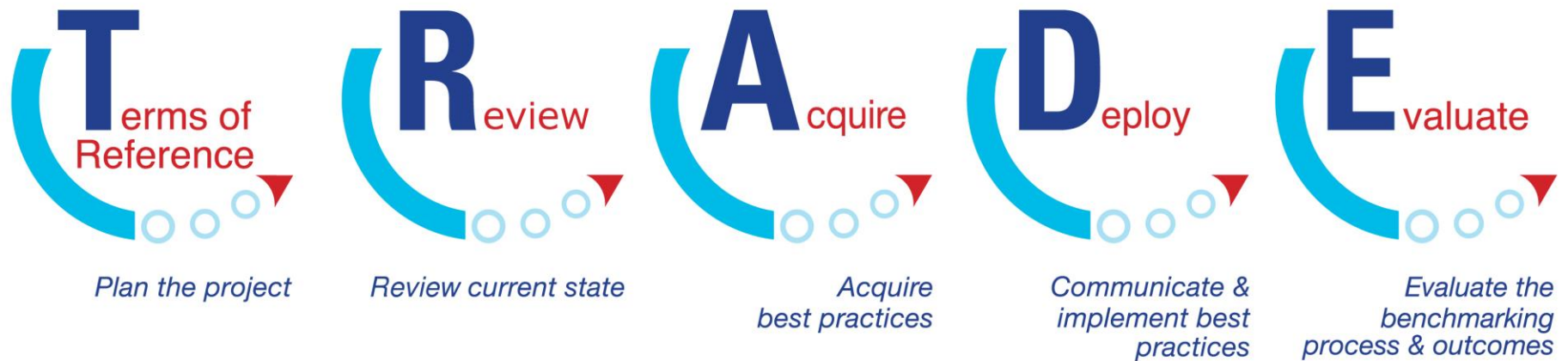


COER's TRADE Best Practice Benchmarking Methodology is used by public and private sector organisations in many countries around the world.



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.

A group of people are on a sandy beach, participating in an activity where their eyes are blindfolded with white cloth. They are wearing various clothing, including dark blue and white shirts, and some are wearing caps. They are standing in a line, and one person is touching the shoulder of another. In the background, there are several closed white beach umbrellas and the ocean under a clear sky.

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.*

1 st Cycle of Dubai We Learn		2 nd Cycle of Dubai We Learn		3 rd Cycle of Dubai We Learn	
Government Entity	Project title	Government Entity	Project title	Government Entity	Project title
Dubai Corporation for Ambulance Services	Development of Emirati Paramedic's Leaders	Dubai Civil Aviation Authority	Happy Skies	Dubai Municipality	Digital Transformation of Contracts
Dubai Courts	Personal Status Smart Certifications Services	Dubai Corporation for Ambulance Services	Treat the patient not the Clock	Dubai Electricity & Water Authority	EV Green Charger 2.0
Dubai Culture	Developing National Human Resources for Museums	Dubai Customs	Dubai Accredited Clients	Community Development Authority	Enabling Happiness
Dubai Electricity & Water Authority	Shams Dubai Initiative - Increasing customer awareness and engagement	Dubai Electricity and Water Authority	AFKARI Ideas Management System	Dubai Land	Smart Property Valuation
Dubai Land Department	Towards Happy employees	Dubai Health Authority	Prevention better than Cure	Dubai Police	Airport Secure Luggage (Safe Bags)
Dubai Municipality	Improving Purchase Procedures and Channels	Dubai Human Resources Department	Launching a Dubai Government HR Think Tank	Dubai SME	Improving Entrepreneur's Business Guidance & Start Up Services
Dubai Police	Integrated Knowledge Management	Dubai Municipality	Knowledge and Innovation Hub		Return on Innovation for Agile Innovation Journey
Dubai Statistics Center (DSC)	Innovative Statistics	Dubai Police	Call of Duty: Police Edition	Road & Transport Authority	Cooperative Integration System
General Directorate of Residency & Foreigners Affairs Dubai	Developing a World-Class Customer Service Design Process	Dubai Public Prosecution	A Smarter Public Prosecution Services	General Directorate of Residency & Foreigners Affairs	Dubai Heart Safe City
Knowledge & Human Development Authority	People Happiness	General Directorate of Residency and Foreigners Affairs Dubai	Positive Energy	Dubai Health Authority	
Mohamed Bin Rashid Enterprise for Housing	Improving Customer Experience	Knowledge and Human Development Authority	Governance without Governor	Dubai Corporation for Ambulance Services	Moonshot: Is Where Magic Happens
Public Prosecution	Judicial Knowledge Management				
Road and Transport Authority	RTA's Knowledge Repository Gateway				

3rd Cycle: Three project teams gained a 7-star ranking

7 Stars ★★★★★★ (TRADE Benchmarking Proficiency Certificate with Commendation)

DEWA	Electrical Vehicle Green Charger 2.0 - 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.
Dubai Police	Airport Secure Luggage (Safe Bags) - 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
Dubai Municipality	Digital Transformation of Contracts - Reduced time from tender to approval 99 days to 33 days average, saved 10-20 million US\$ per annum
Dubai Corporation for Ambulance Services	Moonshot: Is Where the Magic Happens – Developed an Innovation Blueprint to become a world-class emergency service provider by 2021 & improved its innovation maturity score from 46% to 64% and received Gold Accreditation for innovation management by Ideas UK.
Dubai SME	Improving Entrepreneurs' start-up guidance and support services – 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

5 to 6 Stars ★★★★★★ (TRADE Benchmarking Proficiency Certificate with Commendation)

Community Development Authority	Enabling Happiness
Dubai Health Authority	Dubai Heart Safe City
General Directorate of Residency & Foreigners Affairs	Cooperative Integrated System
Roads & Transport Authority	Return on Innovation for Agile Innovation Journey

3 to 4 Stars ★★★★★ (TRADE Benchmarking Proficiency Certificate)

Dubai Land Department	Smart Property Valuation
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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.



Read the Dubai We Learn books: <http://blog.bpir.com/wp-content/uploads/2018/01/Dubai-We-Learn-13-Benchmarking-Case-Studies.pdf> & <https://blog.bpir.com/wp-content/uploads/2019/12/Dubai-We-Learn-2.pdf>

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.



Learn from the experience of others

TERMS OF REFERENCE (TOR) FORM

Organisation:	Dubai Government	Last Date Revised:	23/04/2020
Project Name:	Dubai We learn - Conquering Covid-19 (OVERALL)		

Project Sponsor and Team Members

Name	Position	Organisation	Telephone	Email	Project Role

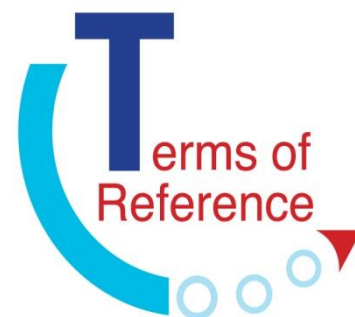
Document Revision History

Version	Date	File name	Revision Notes - Reason for	Project Sponsor Reviewed? Yes/N
1	29/04/2020		First Draft to be ready by 29th April	

Aim Describe the purpose of the project in one sentence e.g. "To identify & implement best practices in X to improve performance from Y to Z"	For Dubai to become a Global Best Practice in Managing and Recovering from the Coronavirus Pandemic
--	---

Scope What is included & excluded from the project? Clearly define the boundaries of the project & any time-line/resource constraints	The scope of the project covers 5 pillars, these are: 1-Crisis Management 2- Health 3- Food Security & Supply Chain 4-Economy 5-Societal Behaviour . For each pillar a different team has been setup to review the current situation and identify best practices.
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Objectives Include SMART objectives with at least one objective per TRADE stage as well as outcome objectives to be measured in the Evaluate stage	TOR - To prepare Version 1 of the Terms of Reference for sign off by the project sponsor by Wednesday April 29th REVIEW - To have undertaken the majority of the Review stage by Wednesday May 13th and identified the key areas (3 to 6 areas) that need to be benchmarked for each of the five ACQUIRE - To identify and share priority best practices and ideas on a weekly basis to the Committee of Crisis and Disaster Management from Wednesday 13th May - <i>Quick Wins</i> ACQUIRE - To have undertaken a comprehensive analysis of best practices and ideas by Wednesday 27th May with recommendations that should be implemented: a) immediately b) in the longer term DEPLOY - Submit draft presentation and benchmarking report for review to the other teams... consolidation of recommendations across pillars by Tuesday 2nd June. DEPLOY - Presentations and Final Benchmarking Reports delivered to Committee of Crisis and Disaster Management Tuesday 9th June DEPLOY - Committee of Crisis and Disaster Management's responsibility to sign-off and activate recommendations EVALUATE - Internal evaluation of project success by 5 project teams, Wednesday 17th EVALUATE - Further evaluation of project success & time-line dependent on requirements of Committee of Crisis and Disaster Management
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Plan the project

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.



Review current state

SWOT ANALYSIS

SWOT analysis can be 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.

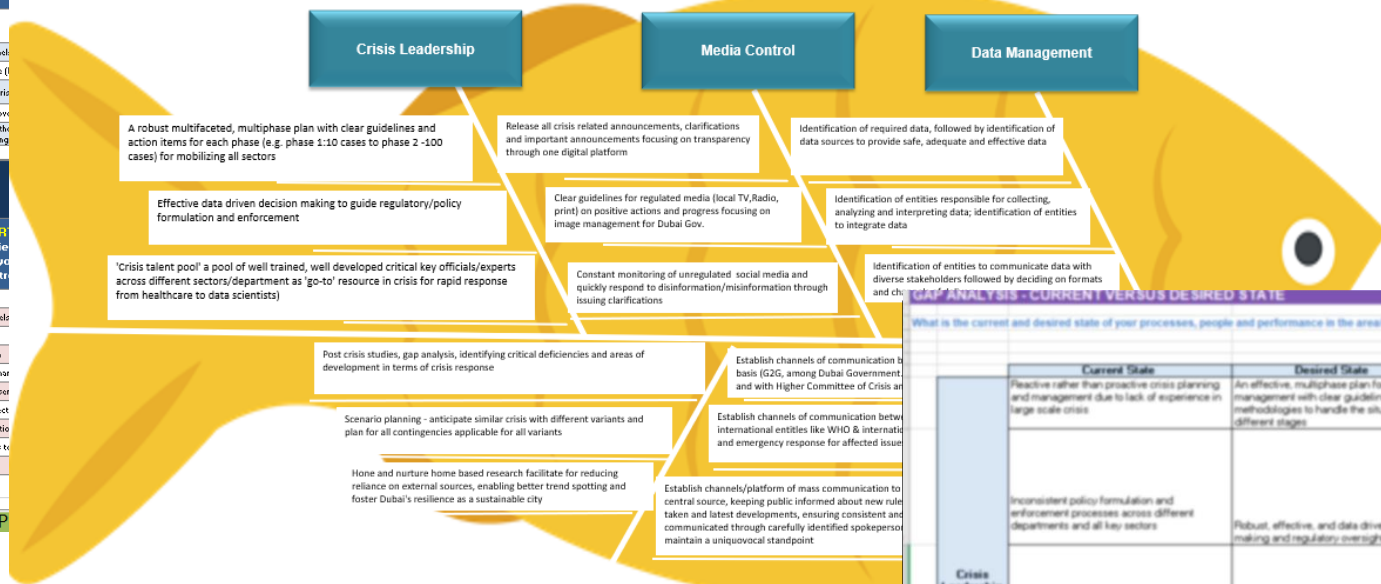
What are you trying to improve? (this should be related to the aim of your project)

INTERNAL FACTORS

Consider strengths and weaknesses with respect to your organization's current approach (for example, these may relate to your services and products, pricing, costs, profitability, performance, quality, people, skills, adaptability, brands, services, reputation, processes and infrastructure).

STRENGTHS What do you do well? What do others, such as your staff, do better than you?	Rank in	WEAKNESSES What could you improve?	Rank in
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STRENGTHS	What do you do well?	What do others, such as your staff, do better than you?
1	Solid governance through different pandemic phases	
2	Strong communication through various means and channels	
3	Well-established media control to society and the globe	
4	Effective government collaboration and partnership in crisis	
5	Strong social media awareness to the community that covers all sectors	
6	Solid infrastructure that sustained in different phases of the pandemic	
7	Effective data driven decision making to guide regulatory/policy formulation and enforcement	
8	'Crisis talent pool' a pool of well trained, well developed critical key officials/experts across different sectors/departments as 'go-to' resource in crisis for rapid response from healthcare to data scientists	
9	Post crisis studies, gap analysis, identifying critical deficiencies and areas of development in terms of crisis response	
10	Scenario planning - anticipate similar crisis with different variants and plan for all contingencies applicable for all variants	
11	Hone and nurture home based research facilities for reducing reliance on external sources, enabling better trend spotting and foster Dubai's resilience as a sustainable city	
12	Establish channels of communication based on G2G, among Dubai Government and with Higher Committee of Crisis and Disaster Management	
13	Establish channels/platform of mass communication to central source, keeping public informed about new rules taken and latest developments, ensuring consistent and communicated through carefully identified spokespersons maintain a unequivocal standpoint	
14	Future Foresight & Readiness	



GAP ANALYSIS - CURRENT VERSUS DESIRED STATE			
What is the current and desired state of your processes, people and performance in the areas/issue you are facing?			
	Current State	Desired State	Actions to Close Gap
Crisis Leadership	Reactive rather than proactive crisis planning and management due to lack of experience in large scale crisis	An effective, multiphase plan for crisis management with clear guidelines and methodologies to handle the situation at different stages	Identify successful governments having a good track record of managing similar crises successfully to incorporate their learning
	Inconsistent policy formulation and enforcement processes across different departments and all key sectors	Robust, effective, and data driven policy making and regulatory oversight	An effective approach to policy development based on data. A robust, consistent policy planning and implementation framework based on data and rational decision making process, with clear authority matrix, enabling a fast, effective and well thought out decision-making and an effective response to an emergency
	Competent but dispersed critical talent across Dubai Government without clear identification of roles and responsibilities during a crisis	A pool of people with critical skills to manage a crisis with preassigned roles and responsibilities to be alerted and mobilized at the first signs of a crisis	Identify critical talent based on desired skill across different entities, train and develop them for assessing, managing and effectively diffusing unforeseen crises, keeping them current with the desired skill set through training and transfer of knowledge
Media Control	Very high level, loosely defined relationships with international thought leaders	Reach out to thought leaders for sound advice on applicable solutions and initiatives	Identify the needed roles and responsibilities and ensure each skill set is aligned with the defined responsibilities
	Current media coverage though coherent, lacks regular briefings and systematic progress updates. It also has fragmented community reach (considering Dubai is a hub of 200 nationalities with different languages and media preference)	From a central source on regular basis with diverse range of messages/channels (multiple language, diverse education level) access to internet. Ensuring integration with different channels, so simultaneous release on Twitter/website	Identification of Subject Matter Experts and thought leaders locally and internationally in various fields (e.g. healthcare, nuclear disasters, technology, telecom, cyber attacks, biological warfare) related to crisis management, open communication channels with them
	Media approach to communication during	Regular, coherent and consistent media coverage building transparency and credibility among public, and consistent monitoring of international media spotting	Identify the best model/digital platform, enable official announcements etc. Identify how to handle people with different education/awareness/Internet access (from a physicist to a Blue collar worker)

Example of Best Practice Search Form for the Crisis Management pillar



Acquire
best practices

BEST PRACTICES SEARCH FORM - Dubai We learn - Conquering Covid-19			
Name of Pillar:	Pillar 1 - Crisis Management	Searching for best practices in these areas (Maximum of 6 areas):	1. Crisis Leadership
			2. Effective Media Control
			3. Data Control & Management
			4. Effective & Efficient Utilization of Communication Channels
			5. Future Foresight & Readiness
Search No.1:	Crisis Leadership	Describe the practices/information related to Search No. 1 that should also be searched for:	<i>This search includes:</i> <i>a) Which cities/states/countries have shown leadership in managing this crisis or similar crises? What best practices have their leadership exhibited?</i> <i>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?.</i> <i>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?</i> <i>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?</i> <i>e) What process should be used to identify critical talent to support the crisis</i>

Example of a completed Best Practice Search

1d New Zealand – “Go Hard Go Early”, an Informed Strategy									
Website		Article		Video		“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.	Name	Amanda Kvals vig	
Podcast		Conference		Other			Position	Senior Research Fellow, dept of public health	
Title of source material		New Zealand’s elimination strategy for the COVID 19 pandemic					Company	Bew Zealand Medical Association (NZMA)	
Source web-link:		https://www.nzma.org.nz/journal-articles/new-zealands-elimination-strategy-for-the-covid-19-pandemic-and-what-is-required-to-make-it-work					City	Otago	
Name of downloaded file (CRISIS1-Title of doc)		CC7 New Zealand’s elimination strategy for the COVID 19 pandemic pdf CC9 NZ 4 Alert Levels COVID 19					Country	New Zealand	
Date of information		Apr 2020					Email/LinkedIn	https://www.linkedin.com/in/amanda-kvals-346a879a/	
Name of company the material is from		New Zealand Medical Association					Telephone		
Country the information is from		New Zealand					Comment		

1e Singapore – Whole of Government Approach									
Website		Article	x	Video		On 3 Feb 2020, Singapore’s PM addressed all his cabinet ministers and parliament about COVID	Name	Lawrence Wong	
Podcast		Conference		Other			Position	Chief Minister	

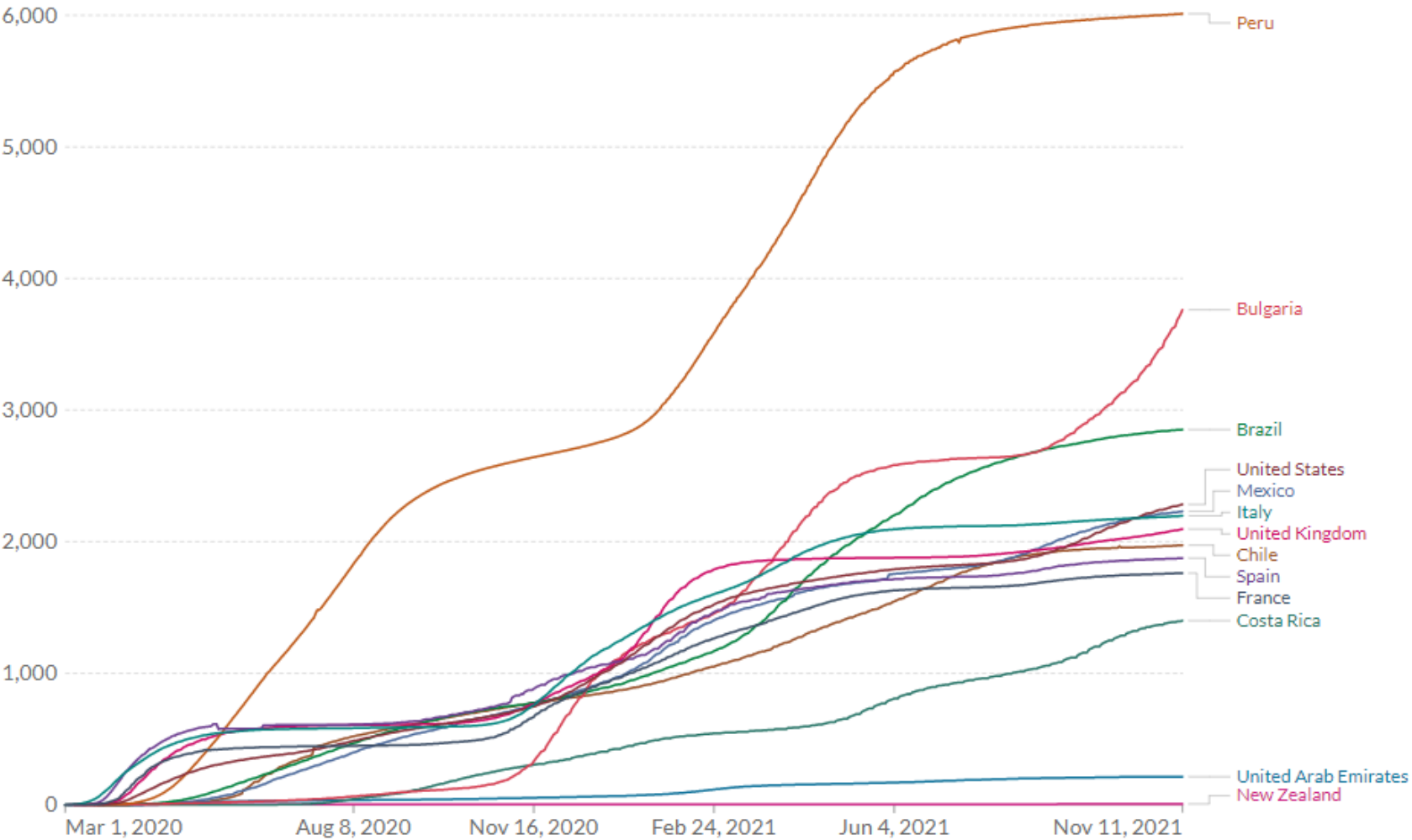
New Zealand has one of the lowest death rates due to Covid with 33 deaths in total.

Cumulative confirmed COVID-19 deaths per million people

Due to limited testing and challenges in the attribution of the cause of death, confirmed deaths can be lower than the true number of deaths.



LINEAR LOG



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](#)



▲ 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



JACINDA ARDERN HAS BEEN COMMENDED BY PR PROFESSIONALS (PHOTO: DAVE ROWLAND/GETTY IMAGES)

NZ ranked first in world for Covid-19 response communications



Toby Manhire | Editor

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

TUE, SEP 8 • SOURCE: 1 NEWS/AP



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.



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**

New Zealand COVID-19 Alert Levels Summary			Unite against COVID-19
- The Alert Levels are determined by the Government and specify the public health and social measures to be taken in the fight against COVID-19. Further guidance is available on the Covid19.govt.nz website. - The measures may be updated based on new scientific knowledge about COVID-19, information about the effectiveness of control measures in New Zealand and overseas, or the application of Alert Levels at different times (e.g. the application may be different depending on if New Zealand is moving down or up Alert Levels).			- Different parts of the country may be at different Alert Levels. We can move up and down Alert Levels. - Services including supermarkets, health services, emergency services, utilities and goods transport will continue to operate at any level. Employers in those sectors must continue to meet health and safety obligations. - Restrictions are cumulative (e.g. at Alert Level 4, all restrictions from Alert Levels 1, 2 and 3 apply).
Updated 28 August 2020			
ELIMINATION STRATEGY – New Zealand is working together to eliminate COVID-19			
Alert Level	Risk Assessment	Range of Measures (can be applied locally or nationally)	
Level 4 – Lockdown Likely the disease is not contained	- Sustained and intensive community transmission is occurring. - Widespread outbreaks.	- People instructed to stay at home in their bubble other than for essential personal movement. - Safe recreational activity is allowed in local area. - Travel is severely limited. - All gatherings cancelled and all public venues closed. - Businesses closed except for essential services (e.g. supermarkets, pharmacies, clinics, petrol stations) and lifeline utilities. - Educational facilities closed. - Rationing of supplies and requisitioning of facilities possible. - Reprioritisation of healthcare services.	
Level 3 – Restrict High risk the disease is not contained	- Multiple cases of community transmission occurring. - Multiple active clusters in multiple regions.	- People instructed to stay home in their bubble other than for essential personal movement – including to go to work, school if they have to, or for local recreation. - Physical distancing of two metres outside home, or one metre in controlled environments like schools and workplaces. - People must stay within their immediate household bubble, but can expand this to reconnect with close family / whānau, or bring in caregivers, or support isolated people. This extended bubble should remain exclusive. - Schools (years 1 to 10) and Early Childhood Education centres can safely open, but will have limited capacity. Children should learn at home if possible. - People must work from home unless that is not possible. - Businesses cannot offer services that involve close personal contact, unless it is a supermarket, pharmacy, petrol station or hardware store providing goods to trade customers, or it is an emergency or critical situation. - Other businesses can open premises, but cannot physically interact with customers. - Low risk local recreation activities are allowed. - Public venues are closed (e.g. libraries, museums, cinemas, food courts, gyms, pools, playgrounds, markets). - Gatherings of up to 10 people are allowed but only for wedding services, funerals and tangihanga. Physical distancing and public health measures must be maintained. - Healthcare services use virtual, non-contact consultations where possible. - Inter-regional travel is highly limited (e.g. for critical workers, with limited exemptions for others). - People at high risk of severe illness (older people and those with existing medical conditions) are encouraged to stay at home where possible, and take additional precautions when leaving home. They may choose to work.	
Level 2 – Reduce The disease is contained, but the risk of community transmission remains	- Limited community transmission could be occurring. - Active clusters in more than one region.	- People can reconnect with friends and family, and socialise in groups of up to 100, go shopping, or travel domestically, if following public health guidance. - Keep physical distancing of two metres from people you don't know when out in public or in retail stores. Keep one metre physical distancing in controlled environments like workplaces, where practicable. - No more than 100 people at gatherings, including weddings, birthdays and funerals and tangihanga. - Businesses can open to the public if following public health guidance including physical distancing and record keeping. Alternative ways of working encouraged where possible. - Hospitality businesses must keep groups of customers separated, seated, and served by a single person. Maximum of 100 people at a time. - Sport and recreation activities are allowed, subject to conditions on gatherings, record keeping, and – where practical – physical distancing. - Public venues such as museums, libraries and pools can open if they comply with public health measures and ensure 1 metre physical distancing and record keeping. - Event facilities, including cinemas, stadiums, concert venues and casinos can have more than 100 people at a time, provided that there are no more than 100 in a defined space, and the groups do not mix. - Health and disability care services operate as normally as possible. - It is safe to send your children to schools, early learning services and tertiary education. There will be appropriate measures in place. - People at higher-risk of severe illness from COVID-19 (e.g. those with underlying medical conditions, especially if not well-controlled, and seniors) are encouraged to take additional precautions when leaving home. They may work, if they agree with their employer that they can do so safely. - Face coverings required on public transport and aircraft (but not inter-island ferries) – school buses and children under 12 are exempt along with passengers in taxis or ride share services and people with disabilities or mental health conditions.	
Level 1 – Prepare The disease is contained in New Zealand	- COVID-19 is uncontrolled overseas. - Sporadic imported cases. - Isolated local transmission could be occurring in New Zealand.	- Border entry measures to minimise risk of importing COVID-19 cases. - Intensive testing for COVID-19. - Rapid contact tracing of any positive cases. - Self-isolation and quarantine required. - Schools and workplaces open, and must operate safely. - No restrictions on personal movement but people are encouraged to maintain a record of where they have been. - No restrictions on gatherings but organisers encouraged to maintain records to enable contact tracing. - Stay home if you're sick, report flu-like symptoms. - Wash and dry hands, cough into elbow, don't touch your face. - No restrictions on domestic transport – avoid public transport or travel if sick. - No restrictions on workplaces or services but they are encouraged to maintain records to enable contact tracing. - QR codes issued by the NZ Government must be displayed in workplaces and on public transport to enable use of the NZ COVID Tracer App for contact tracing.	

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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