

Excerpt from - Report showing the findings from a global survey on business improvement and benchmarking



2008

A Centre for Organisational Excellence Research report written on behalf of the Global Benchmarking Network. Special and Benchmarking Partnerships and other GBN Members - thanks to Ahmed Abbas of COER for his research contribution.



INTRODUCTION

In today's world of fierce competition customers continually demand higher quality at lower prices and in a shorter time. To meet this demand organisations have adopted different tools, techniques and strategies in order to improve their operational performance and strategic position.

The Global Benchmarking Network (GBN), www.globalbenchmarking.org, a leading benchmarking network representing over 20 countries, instigated research to:

- identify the status of business improvement tool use worldwide
- find out how organizations were using benchmarking, and the benefits obtained.

This report shows in graphical format the responses received. *A more detailed report will follow in the coming months with a full analysis and commentary of the results.*

In total 454 responses were received from 44 countries. The data was collected from May to September 2008.

The report is structured into the following sections:

- **Key Findings and Implications**
- **What is Benchmarking**
- **Survey Responses**
 1. Organisation Profile
 2. Use of Improvement Tools
 3. General Questions on Benchmarking
 4. Best Practice Benchmarking Projects - Planning
 5. Best Practice Benchmarking Projects - Research and Analysis
 6. Best Practice Benchmarking Projects - Implementation
 7. Best Practice Benchmarking Projects – Evaluation
- **Appendix A – Definitions of Improvement Tools**
- **Appendix B - Global Benchmarking Network members**
- **Appendix C – The Survey Questionnaire**

Thank you to all participants for your valuable input.



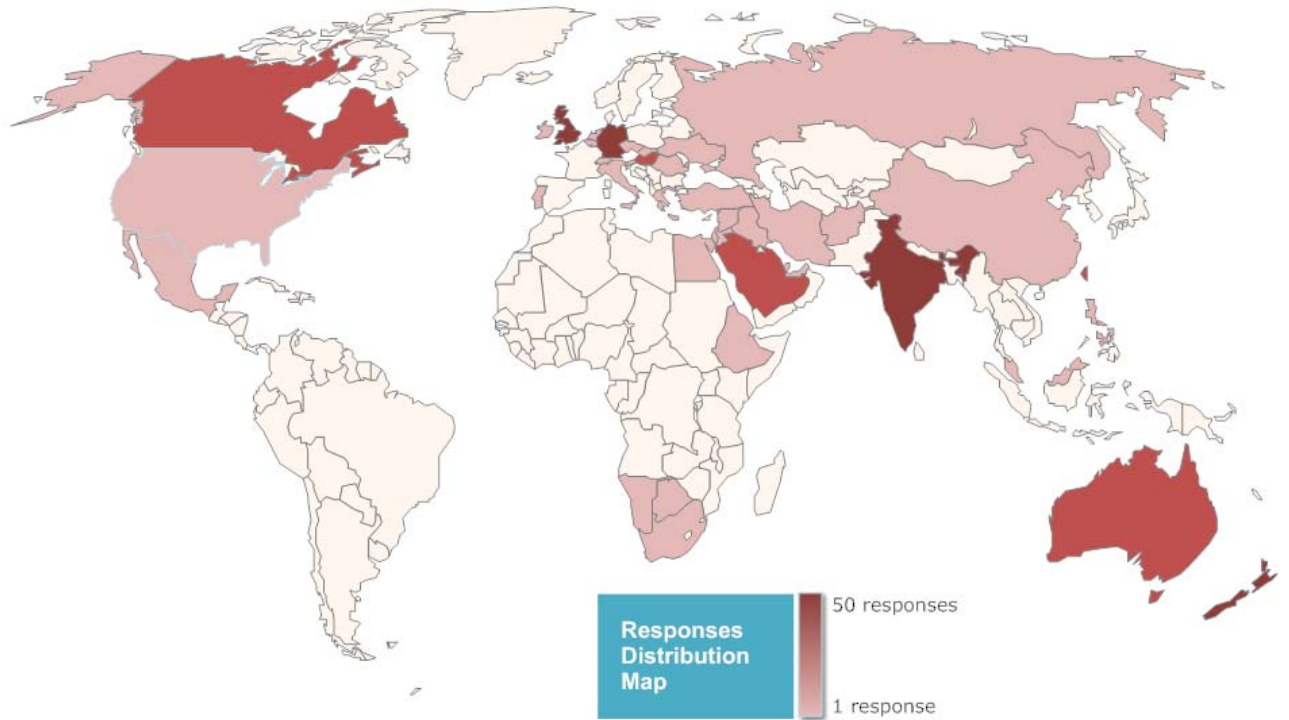
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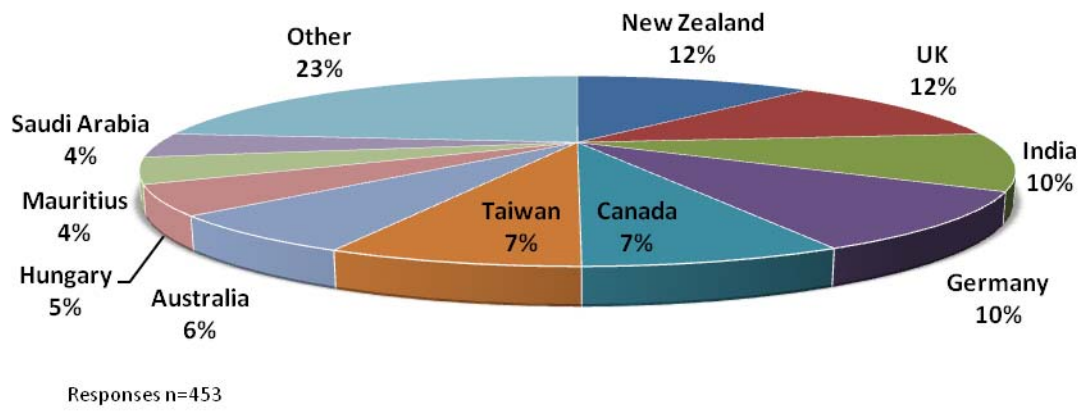
SURVEY RESPONSES

1: ORGANISATION PROFILE

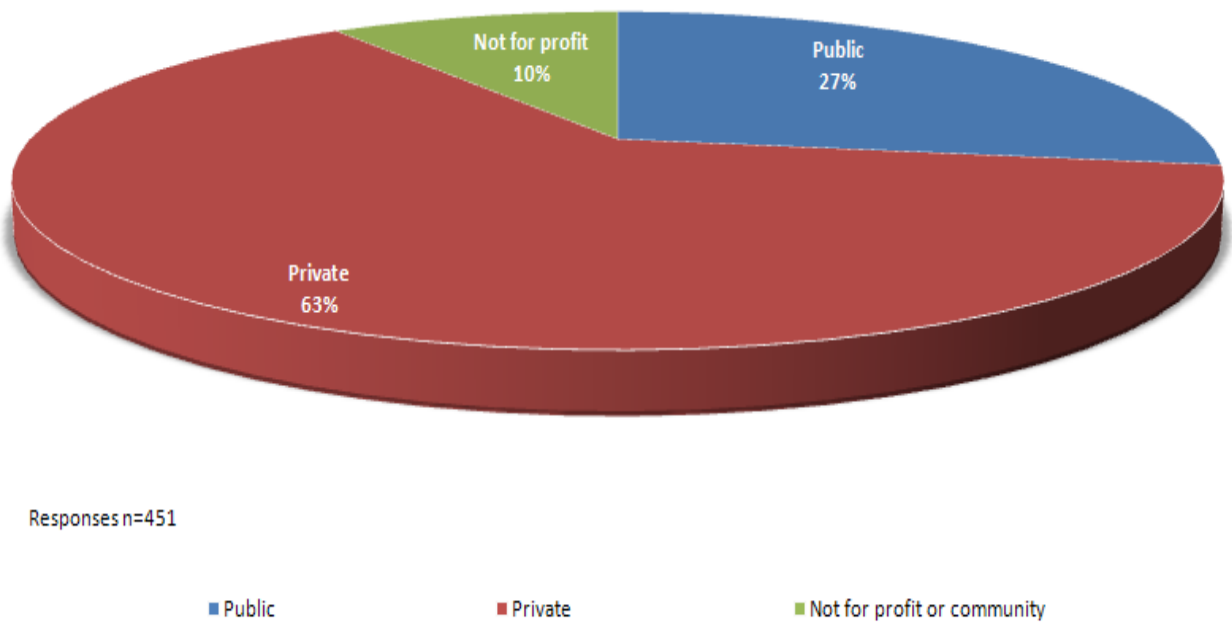
Q1.1: Response Distribution



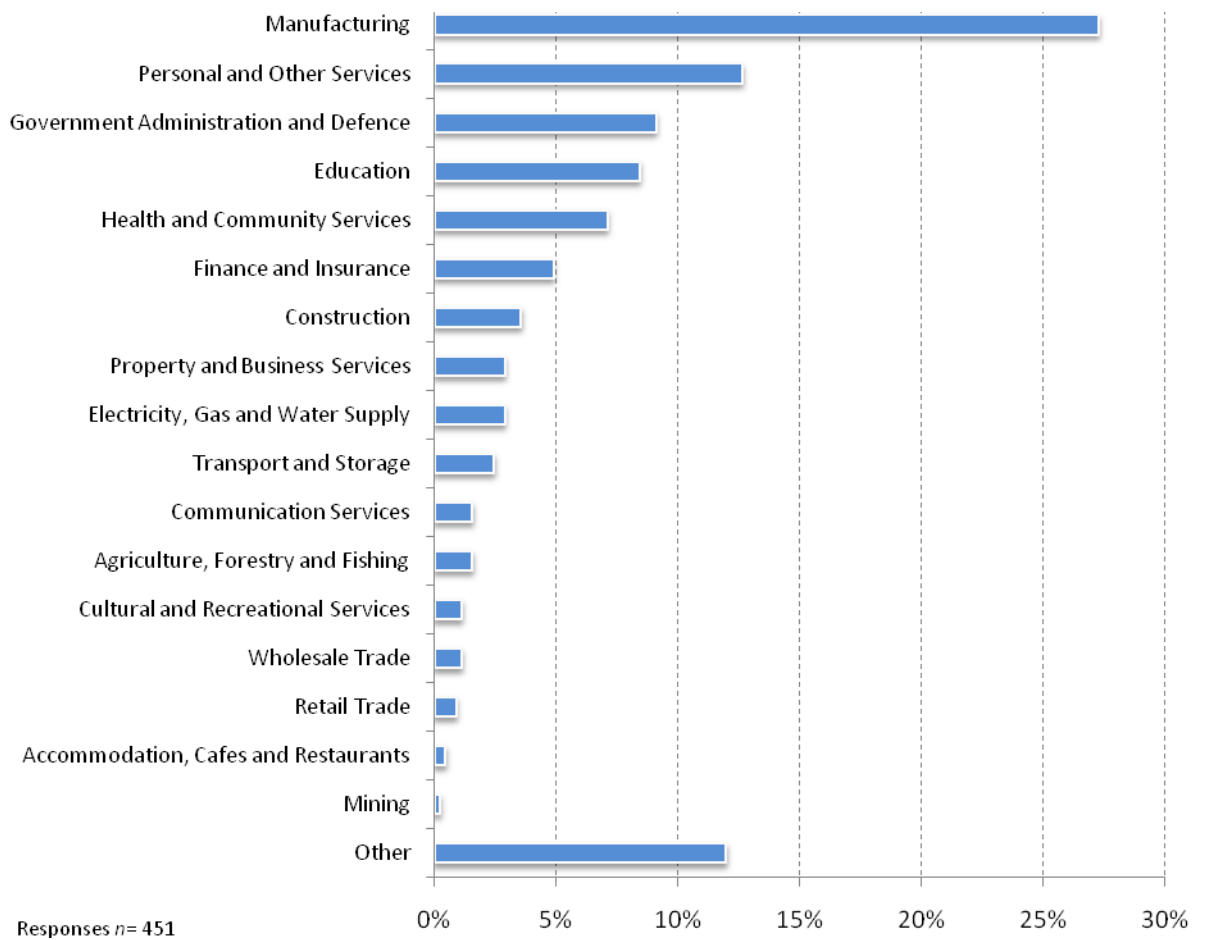
Responses Distribution (Country)



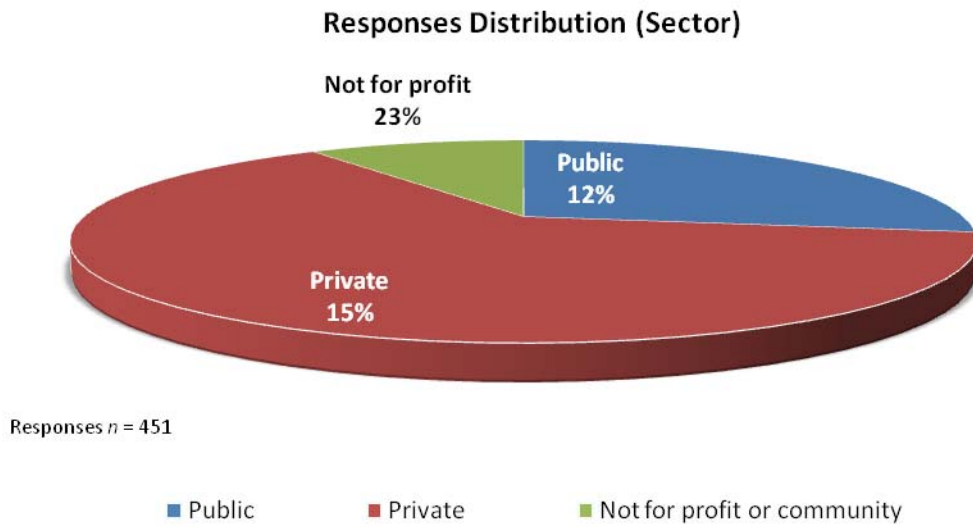
Responses Distribution (Sector)



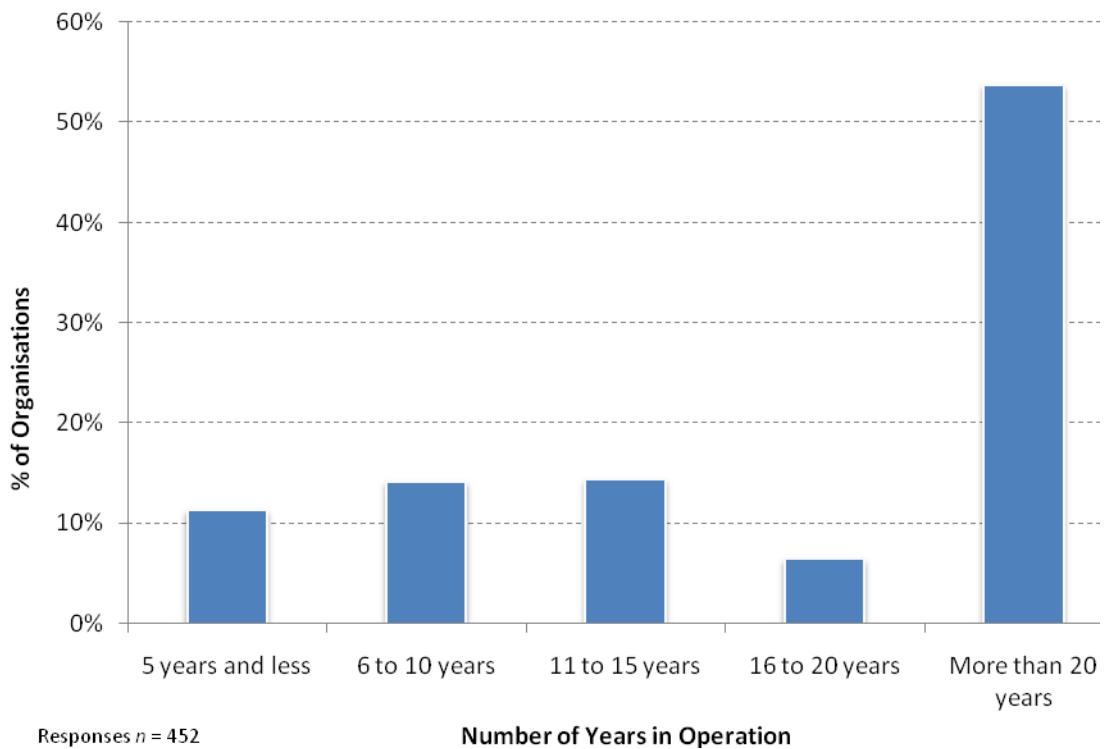
Q1.2 What is your organisation's major business activity?



Q1.3 Within which sector does your organisation operate?



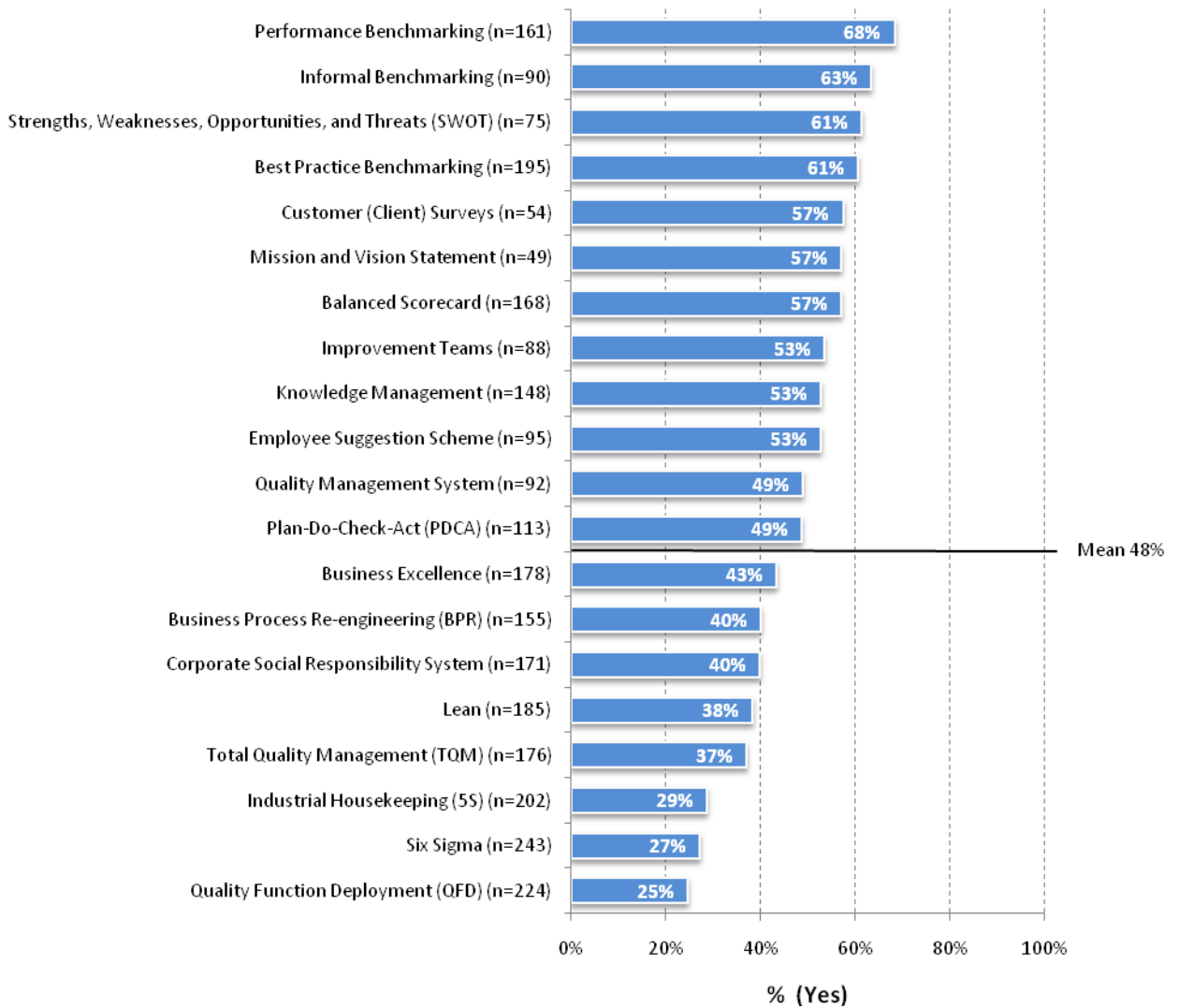
Q1.4 For how many years has your organisation been operating?



USE OF IMPROVEMENT TOOLS

Do you expect to use this tool in the next 3 years? (answered by organizations that don't currently use the tool)

Future Use of Improvement Techniques - Worldwide



THE GLOBAL BENCHMARKING NETWORK

The GBN, www.globalbenchmarking.org, was formed in 1993 to spread the awareness and use of benchmarking and encourage a high standard of professionalism in how it is applied. Over 20 countries are members of the network. The honorary lifetime president of the GBN is Dr Robert Camp.

Each year the GBN organises the International Benchmarking Conference. The conference in 2009 will be held in Bahrain on the 27th/28th October. Information on the conference will soon be shown on www.bestpracticeconference.com.

For information on benchmarking within your country, contact your GBN representative:



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Global survey on business improvement and benchmarking

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Appendix 3 - The Survey Questionnaire



Benchmarking Partnerships



Global survey on business improvement and benchmarking

In today's world of fierce competition customers continually demand higher quality at lower prices and in a shorter time. To meet this demand organisations have adopted different tools, techniques and strategies in order to improve their operational performance and strategic position.

The Global Benchmarking Network (GBN) - a leading benchmarking network representing over 20 countries - is conducting research to identify the current status of business improvement tool use worldwide. To establish a clear view of the use of business improvement tools we encourage you or a representative from your organisation to complete this survey. It will take between 10 to 45 minutes of your time dependent on your use of benchmarking. **Those that do not use benchmarking only complete Sections 1 and 2 of the survey – this will only take 10 minutes of your time.**

The person completing the survey should have a good understanding of the business improvement tools being used within your organisation.

In return for completing the survey you will be sent a copy of the findings by email.

In addition, one lucky winner that completes all sections of the survey will be invited to the GBN's 3rd International Benchmarking Conference, Budapest, Hungary – 9/10 October 2008. Conference fee and accommodation for three nights will be paid by the GBN.

Thank you for your participation.

Please complete the survey by May 31st, 2008 and email it to anton@benchmarkingpartnerships.com.au

Anton Benc and Bruce Searles
Managing Partners
Benchmarking Partnerships
www.benchmarkingpartnerships.com.au

This survey consists of seven sections and a glossary of terms (at the end of the survey):

For all to complete:

- 1. Organisation Profile**
- 2. Use of Improvement Techniques**

For only those using benchmarking to complete:

- 3. General Questions on Benchmarking**

For only those undertaking benchmarking projects to complete:

- 4. Best Practice Benchmarking Projects - Planning**
- 5. Best Practice Benchmarking Projects - Research and Analysis**
- 6. Best Practice Benchmarking Projects - Implementation**
- 7. Best Practice Benchmarking Projects - Evaluation**

All the data collected from this survey will remain confidential and anonymous.
Published work will only show aggregated data across all organisations surveyed.

Please provide your contact details:

Name: _____

Position: _____

Organisation: _____

Address: _____

Country: _____

Telephone:

E-M



Email address must be provided to receive a copy of the results of this study

1: ORGANISATION PROFILE

(Answer the questions below on behalf of the organisation's site or business unit you work in. We define a 'site or business unit' as each company, plant, or division of an organisation that is financially and operationally autonomous or independent).

1.1 Please provide the following data in your last financial year.

Number of employees: _____

Revenue in US Dollar: _____

1.2 What is your organisation's major business activity? (Tick the one that applies)

Agriculture, Forestry and Fishing	Communication Services
Mining	Finance and Insurance
Manufacturing	Property and Business Services
Electricity, Gas and Water Supply	Government Administration and Defence
Construction	Education
Wholesale Trade	Health and Community Services
Retail Trade	Cultural and Recreational Services
Accommodation, Cafes and Restaurants	Personal and Other Services
Transport and Storage	Other (specify below)

Other:

1.3 Within which sector does your organisation operate? (Tick the one that applies)

- Public Sector
- Private Sector
- Not for Profit or Community

1.4 For how many years has your organisation been operating?

- 5 years and less
- 6 to 10 year
- 11 to 15 years
- 16 to 20 years
- More than 20

2: USE OF IMPROVEMENT TECHNIQUES

2.1 Improvement techniques implemented in your organisation. (Please tick those that are applicable)

1: Improvement Technique		2: Level of awareness Rate your understanding of this technique as	3: Currently, is this technique used in your organisation?	4: How effective has this technique been in improving performance in your organisation? (Only answer if you've ticked a 'yes' in column 3)	5: Do you expect to use this technique in the next 3 years?
		Zero Minor Moderate High	Yes No	Don't Know No effect Minor Moderate	Yes No
Informal Benchmarking	Actively encouraging employees to learn from the experience and expertise of other colleagues and organisations through comparing practices and processes e.g. through best practice tours, conferences, best practice websites, networking	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
Performance Benchmarking	Comparing performance levels of a process/activity with other organisations – therefore comparing against benchmarks	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
Best Practice Benchmarking	Following a structured process for comparing performance levels and learning why better performers have higher levels of performance and adapting/implementing those better practices	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
Balanced Scorecard	Used for measuring whether the activities of a company are meeting its objectives in terms of vision and strategy by focusing on a balanced set of outcomes	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

1: Improvement Technique		2: Level of awareness Rate your understanding of this technique as				3: Currently, is this technique used in your organisation?		4: How effective has this technique been in improving performance in your organisation? (Only answer if you've ticked a 'yes' in column 3)					5: Do you expect to use this technique in the next 3 years?	
		Zero	Minor	Moderate	High	Yes	No	Don't Know	No effect	Minor	Moderate	Yes	No	
Business Excellence	Such as EFQM, Baldrige, or any other national excellence model	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Business Process Re-engineering (BPR)	Involves significant changes in the design and production of an organisation's products/services by focusing on processes rather than traditional functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Corporate Social Responsibility System	System designed to measure, apply, assess, and report organisational efforts to integrate CSR, particularly environmental and social concerns, into all operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Customer (Client) Surveys	Surveys to obtain customer feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Employee Suggestion Scheme	A formal mechanism by which employees can offer their ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Improvement Teams	A team established to address a specific improvement issue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

1: Improvement Technique		2: Level of awareness Rate your understanding of this technique as	3: Currently, is this technique used in your organisation?	4: How effective has this technique been in improving performance in your organisation? (Only answer if you've ticked a 'yes' in column 3)	5: Do you expect to use this technique in the next 3 years?
		Zero Minor Moderate High	Yes No	Don't Know No effect Minor Moderate	Yes No
Knowledge Management	A range of practices used by organisations to identify, create, represent, and distribute knowledge	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
Lean	A process of improvement that focuses on practices aimed at reducing inventory levels and waste from the organisation's key processes	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
Mission and Vision Statement	Brief statements of the purpose and vision of an organisation, with the intention of keeping employees aware of the organisation's direction	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
Plan-Do-Check-Act (PDCA)	A four step process for continuous improvement	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
Quality Function Deployment (QFD)	A structured team approach in which customer requirements are translated into appropriate technical requirements for each stage of product development and production	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
Quality Management System	Such as ISO 9001, following procedures, quality manual and auditing	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

1: Improvement Technique		2: Level of awareness Rate your understanding of this technique as	3: Currently, is this technique used in your organisation?	4: How effective has this technique been in improving performance in your organisation? (Only answer if you've ticked a 'yes' in column 3)	5: Do you expect to use this technique in the next 3 years?
		Zero Minor Moderate High	Yes No	Don't Know No effect Minor Moderate	Yes No
Six Sigma	A measured and fact-based approach to reducing process variation and improving performance	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis.	A strategy development tool used to identify the strengths, weaknesses, opportunities and threats facing an organisation	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
TQM	A management approach for long-term success through improving customer satisfaction, processes, products, services and culture	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
5S	A housekeeping method for organizing a workplace, especially a shared workplace (like a shop floor or an office space and keeping it organized)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

1: Improvement Technique	2: Level of awareness Rate your understanding of this technique as Zero Minor Moderate High Yes No	3: Currently, is this technique used in your organisation? Yes No	4: How effective has this technique been in improving performance in your organisation? (Only answer if you've ticked a 'yes' in column 3) Don't Know No effect Minor Moderate	5: Do you expect to use this technique in the next 3 years? Yes No
Other (please specify):	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>



If you indicated in question 2.1 that your organisation does not use performance or best practice benchmarking please complete the question below and return the survey.

THANK YOU.

For all others, please go to Section 3.

2.2 What are the main reasons for not using performance benchmarking or best practice benchmarking within your organisation? (Indicate up to three only and rank them from 1 to 3 with “1” indicating the most important)

	No clear benefit from benchmarking
	Lack of understanding of benchmarking
	Lack of technical knowledge in planning benchmarking projects
	Lack of resources
	Lack of benchmarking partners

	Lack of authority
	Fear of sharing information
	High cost (cost more than benefit)
	Long time frame to complete the project
	Lack of top management commitment
	Other, <hr/>

3: GENERAL QUESTIONS ON BENCHMARKING

3.1 For the following, select one response to each question.

	No	A Few / Rarely	Some / Sometimes	Most / Usually	All / Always
Do your employees receive training in benchmarking?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do your employees collect and use benchmarking information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are the better practices that have been identified through benchmarking communicated to your employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.2 For each of the following performance areas does your organisation collect benchmarks (performance comparison data on other companies)? (Select one response for each area).

	No	Occasionally	Regularly for one or two measures	Regularly for all important measures	Regularly for all important measures and the data is regularly reviewed and acted upon.
Employee related area (e.g. employee satisfaction, skills development, health and safety, etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer related area (e.g. customer satisfaction, complaints, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial related area (e.g. profits, return on investment, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process related	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

area (e.g. resources utilisation, delivery time, etc.)					
Product or service area (e.g. quality, cost)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.3 Which of the following services in benchmarking, if supplied by a third party (an external organisation), would your organisation potentially use? (Indicate up to three only and rank them from 1 to 3 with “1” indicating the most important)

	Support from a consultant in managing benchmarking projects
	Benchmarking training courses
	Best practice workshops
	Best practice database
	Support in finding benchmarking partners
	Online discussion forum

	Supply of best practice case studies
	Supply of benchmarks
	Other, _____

3.4 Does your organisation currently use benchmarking services provided by a third party?

No

Yes, (please give organisation's name) _____

3.5 If there was a national or regional benchmarking award to encourage organisations to undertake benchmarking projects would your organisation be interested in applying or finding out more information about it?

No

Perhaps

Yes

3.6 If your organisation has a definition for benchmarking what is it?



If you indicated in question 2.1 that your organisation does not use best practice benchmarking you have finished the survey.

THANK YOU and please return the survey as shown on page 1.

For all others, please go to Section 4.

The remaining sections of the survey should only be completed if your organisation undertakes best practice benchmarking projects.

4: BEST PRACTICE BENCHMARKING PROJECTS - PLANNING

4.1 How many benchmarking projects do you conduct per year (typically)?

- 1
- 2-5
- 6-9
- 10-20
- More than 20

4.2 What is the size of a typical benchmarking team within your organisation?

- 1-2 people
- 3-4 people
- 5-6 people
- 7-8 people
- More than 8 people

4.3 Does your organisation use a particular methodology for undertaking benchmarking projects?

- No
- Developed own methodology

- The model/methodology is _____

4.4 How long does a benchmarking project normally take? (excluding the implementation phase - therefore excluding the implementation of best practices)

- Less than 2 months
- 2 to less than 4 months
- 4 to less than 6 months
- 6 to less than 8 months
- 8 to less than 10 months

More than 10 months

4.5 What are the main reasons for undertaking benchmarking projects? (Indicate up to three only and rank them from 1 to 3 with “1” indicating the most important)

	To address major strategic issues
	To improve the performance of our processes
	To improve financial performance
	To develop new products/ services
	Necessary for business excellence assessments
	To learn what other organisations are doing
	To encourage a cultural shift to a learning culture.

	Other, _____
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4.6 In the last three years which areas of your organisation have conducted benchmarking projects? (Please tick those that are applicable)

<input type="checkbox"/> Administration, training and human resources	<input type="checkbox"/> Production
<input type="checkbox"/> Corporate strategy and planning	<input type="checkbox"/> Research and development
<input type="checkbox"/> Customer service	<input type="checkbox"/> Public relations
<input type="checkbox"/> Finance	<input type="checkbox"/> Sales and marketing
<input type="checkbox"/> IT	<input type="checkbox"/> Warehouse, logistics and purchasing
<input type="checkbox"/> Maintenance	Other, <input type="checkbox"/> _____

4.7 Our benchmarking project teams usually consist of people from the following areas.

(Please tick those that are applicable)

<input type="checkbox"/> Senior management	<input type="checkbox"/> Process owners
<input type="checkbox"/> Middle management	<input type="checkbox"/> Internal suppliers
<input type="checkbox"/> Selected employees	<input type="checkbox"/> Internal customers
<input type="checkbox"/> Internal benchmarking expert	<input type="checkbox"/> External suppliers
<input type="checkbox"/> External benchmarking expert	<input type="checkbox"/> External customers
Other, <input type="checkbox"/> _____	

4.8 What types of benchmarking projects do you usually conduct? (please ensure the total adds to 100%)

Internal benchmarking projects (benchmarking internally within the organisation)	%
National benchmarking projects (benchmarking with other companies in the country)	%
International benchmarking projects (benchmarking with companies overseas)	%
Total	100%

4.9 When planning a benchmarking project. (select one response for each question)

	No	Rarely	Some times	Usually	Always
Is a project brief developed for the project specifying aim, scope, sponsor, and members of benchmarking team?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you calculate the expected cost and benefits of the project?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you ensure that a benchmarking code of conduct is understood and followed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5: BEST PRACTICE BENCHMARKING PROJECTS - RESEARCH AND ANALYSIS

5.1 Which of the following methods does your organisation use to collect benchmarking data and best practice information? (select one response for each method)

	No	Rarely	Some times	Usual ly	Alwa ys
Benchmarking networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contacting trade associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talking to experts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Literature searches	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal best practice database	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External best practice database	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Searching websites	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Surveys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Site visits /meetings with benchmarking partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify below)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other: _____

6: BEST PRACTICE BENCHMARKING PROJECTS - IMPLEMENTATION

6.1 How long does the implementation phase typically take? (e.g. the adaption and implementation of best practices identified through benchmarking)

- Less than 2 months
- 2 to less than 4 months
- 4 to less than 6 months
- 6 to less than 8 months
- 8 to less than 10 months
- More than 10 months

6.2 What percentage of benchmarking projects result in implementation?

- 1-10%
- 11-20%
- 21-40%
- 41-60%
- 61-80%
- 81-90%
- 91-100%
- Don't know

7: EVALUATION

7.1 At the end of a benchmarking project we. (tick one response for each statement)

	N o	R a r e l y	Someti mes	Us ual ly	Al wa ys
Measure the improvements that have occurred	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Undertake a cost and benefit analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evaluate how successfully we managed the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7.2 The outcomes (best practices and/or results achieved) from benchmarking projects are typically communicated by: (Indicate up to three only and rank them from 1 to 3 with “1” indicating the most important)

	Presentations		Meetings (informal)
	Reports		Memos
	E-mails		Newsletters

	Intranet (Internal internet)		Notice boards
	Meetings (formal)		Other: _____

7.3 The main benefits of benchmarking projects have been: (Indicate up to three only and rank them from 1 to 3 with “1” indicating the most important)

	Major strategic issues addressed		Assisted in business excellence assessments
	Improved performance of our processes		Learnt what other organisations are doing
	Improved financial performance		Encouraged a cultural shift to a learning culture.
	Developed new products/ services		Other: _____

7.4 On average, what is the financial return (US\$) from a typical benchmarking project, after one year of implementation?

- <US\$10,000
- 11,000 to 50,000
- 51,000 to 100,000
- 101,000 to 150,000
- 250,000 to 500,000
- >500,000
- Don't know

7.5 Approximately, what percentage of time is spent by your organisation on each phase of the benchmarking process out of total time spent?

	Percentage of time spent on each phase
Planning	%
Research and analysis (learning from others)	%
Implementation	%
Evaluation	%
Total	100%

7.6 According to your experience, how do the following factors contribute to the success of a benchmarking project?

	Very High	High	Medium	Low	Very Low
Support of top management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resource allocated to benchmarking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understanding of benchmarking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Composition of the benchmarking team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to external/consultancy support for facilitating benchmarking projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clear project objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Linking of project objectives to strategic objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understanding of own processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Obtaining reliable comparison data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research skills for conducting surveys and site visits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skills in process analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to find benchmarking partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Readiness of organization to implement project findings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learning from the success and failures of each benchmarking project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project management skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Very High	High	Medium	Low	Very Low

Thank you for completing the survey!

Details on how to return the survey are on the front page.

GLOSSARY OF BENCHMARKING TERMS

Benchmark

A measured, "best-in class" achievement; a reference or measurement standard for comparison; this performance recognized as the standard of excellence for a specific business process.

Best practice

There is no single "best practice" because best is not best for everyone. Every organization is different in some way, different missions, cultures, environments, and technologies. What is meant by "best" are those practices that have been shown to produce superior results; selected by a systematic process; and judged as exemplary, good, or successfully demonstrated. Best practices are then adapted to fit a particular organisation.

Best Practice Benchmarking

Following a structured process for comparing performance levels and learning why better performers have higher levels of performance and adapting/implementing those better practices

Code of conduct

A behavioural convention that describes the protocol of behaviours – the set of conventions prescribing correct etiquette and procedures to be used in benchmarking.

Informal Benchmarking

Actively encouraging employees to learn from the experience and expertise of other colleagues and organisations through comparing practices and processes e.g. through best practice tours, conferences, best practice websites, networking)

Benchmarking Partners

Benchmarking Partners are the comparative companies considered in the Benchmarking project, who are willing to exchange information openly and thus to enter a mutual learning process.

Performance Benchmarking

Comparing performance levels of a process/activity with other organisations – therefore comparing against benchmarks.



Global Benchmarking Network 2008

<http://www.globalbenchmarking.org/>