

BENCHMARKING AS A TOOL FOR ENHANCING PRODUCTIVITY

Situation with benchmarking methods

Applied benchmarking methods in large companies contains difficulties for SMEs:

- Project duration about 6 to 12 month
- relatively high expenditures
- tying up employees for the project duration
- expensive partner search

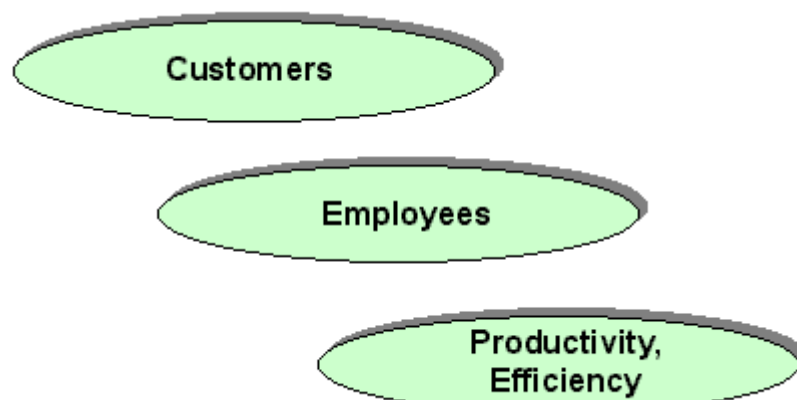
SMEs difficulties with benchmarking methods

- **Resources**
 - Limited financial capabilities
 - Limited human resources
- **Knowledge of methods**
 - Non-existent benchmarking know-how
 - Mostly not familiar with techniques for questionnaires
 - Knowledge gap of tools for the visualization of processes
- **Common benchmarking problems**
 - Data-availability
 - High competitive pressure
 - Scepticism to open the books
 - Missing support from management
 - Mind barriers

SMEs potential to improve their processes with benchmarking

- The processes of SMEs are more transparent than in large companies
- More flexible and adaptable than large companies
- Fast implementation of „Best Practices“ is possible

Factors for success



WIFI - Model for SMEs

Methods used for measuring and analysing the three factors for success:

- Customer satisfaction (EUCUSA-model)
- Including the employees in all processes and measuring personnel related key-ratios
- Productivity and efficiency measurement by means of key-ratios

Customer Satisfaction

- Customer satisfaction is the result of a comparative process of the customer between

her/his expectations

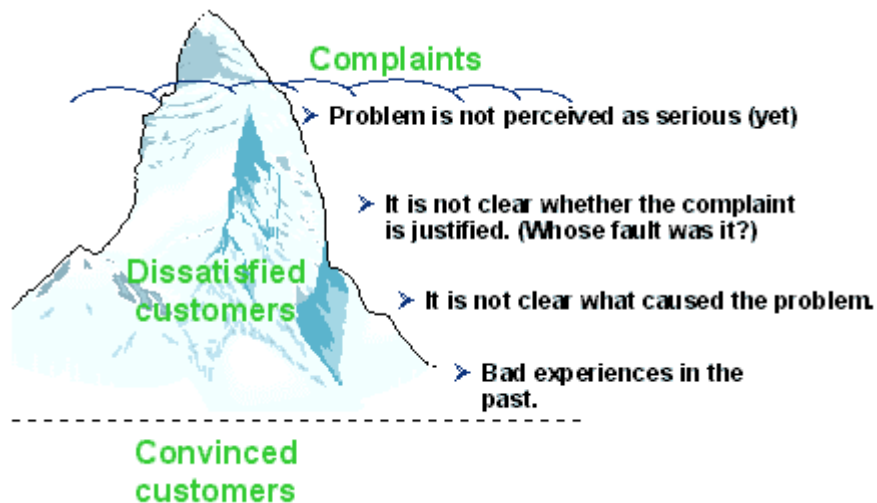
- Individual level of demands
- Image of the supplier
- Promises made by the supplier to provide specific services and quality
- Knowledge of alternatives
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and the perceived performance

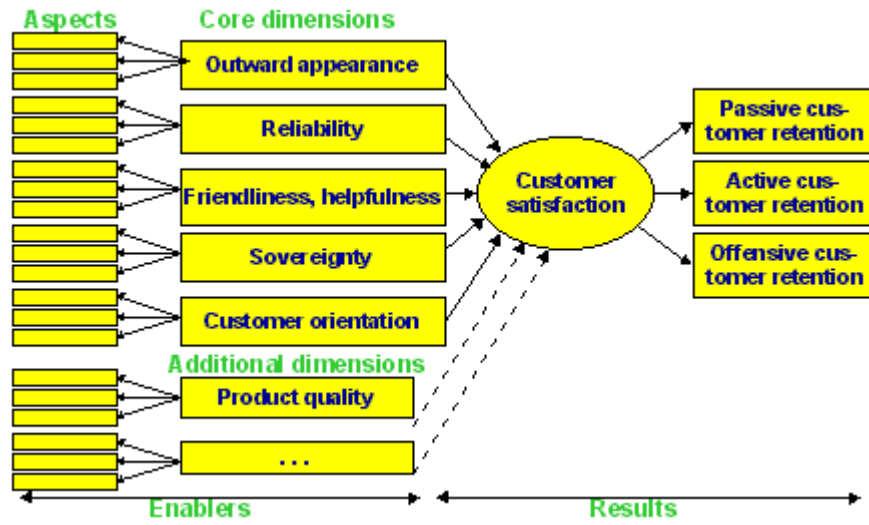
- Current experiences
- Individual solutions to problems
- Subjective perception of services and quality
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- Nowadays additional services and the quality of the services play a considerably more important role than the core services.

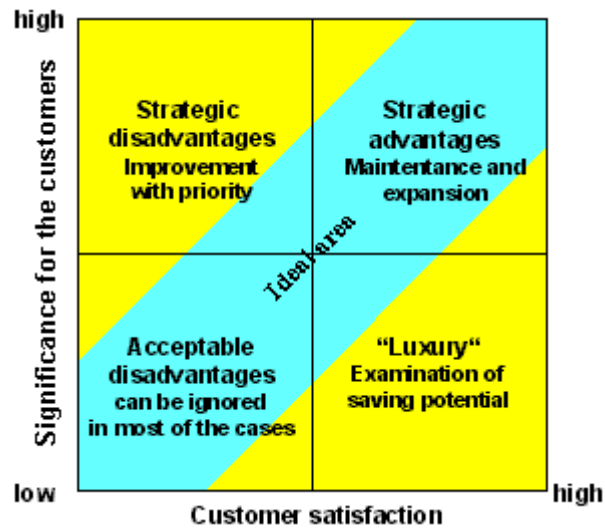
Complaint Management is Merely a First Step



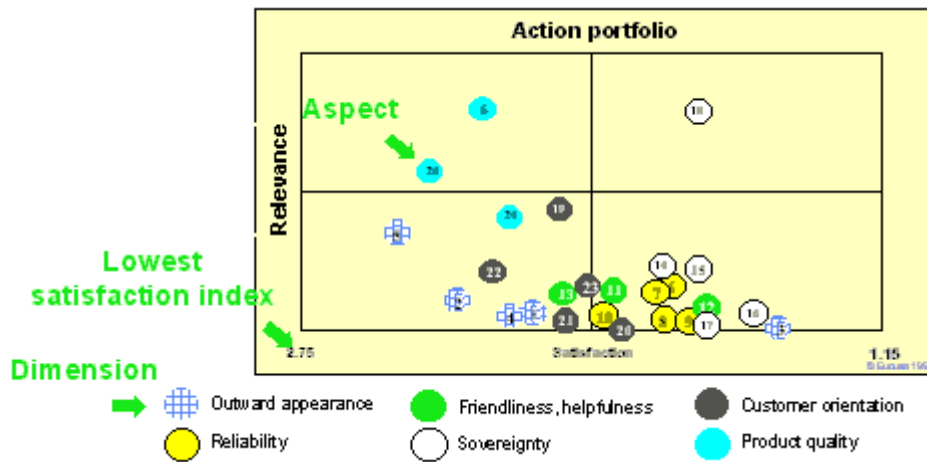
The EUCUSA-Model



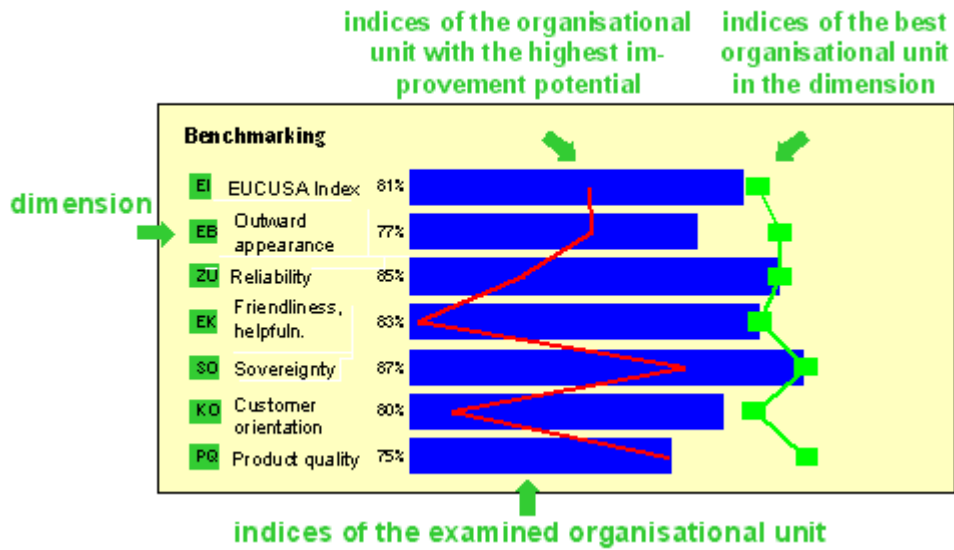
The Action Portfolio



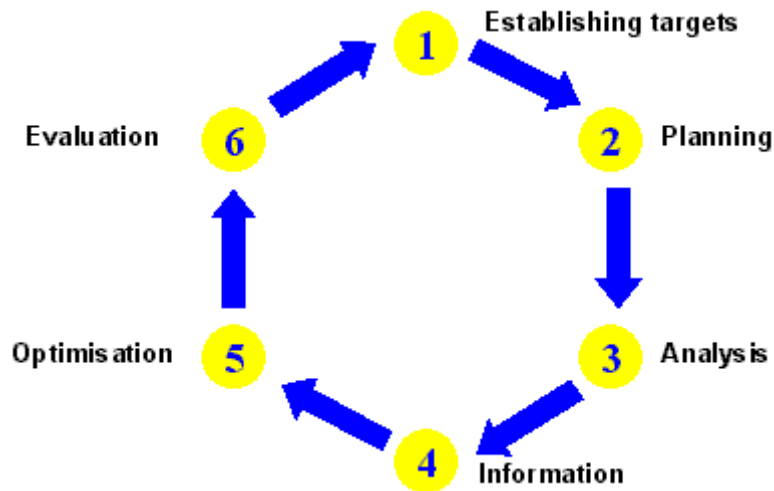
Action portfolio - What is to be done?



Benchmarking Indices - Where do I stand in comparison?



Procedure in Projects



- **Establishing targets and project planning:**
 - One or even more working-groups are set up with the participating SMEs
 - The project targets and planning are determined jointly in this working groups
- **Data collection and analysing:**
 - Each participating company sends the questionnaire to its important customers
 - Consultants visit all participating companies for data collection and individual analyses
 - WIFI checks the data, bring it together and visualize all information
- **Information, optimisation, evaluation:**
 - Each participating company gets a report and information about the individual situation with areas having improvement potential identified
 - Best practices and measures for their implementation are discussed and evaluated in workshops
 - For realization of detected measures consultancy is offered

Realisable benefits of the WIFI-model

- Cost-advantage
- Accessable human-resource-input
- Knowledge-transfer - learning from other SMEs
- Creation of transparency
- Assistance by benchmarking experts
- Motivation for deducing cost-efficient and realisable concepts
- Promotion of benchmarking-partnerships

- Measurable success
- Definition of best performance
- Identification of performance deficits