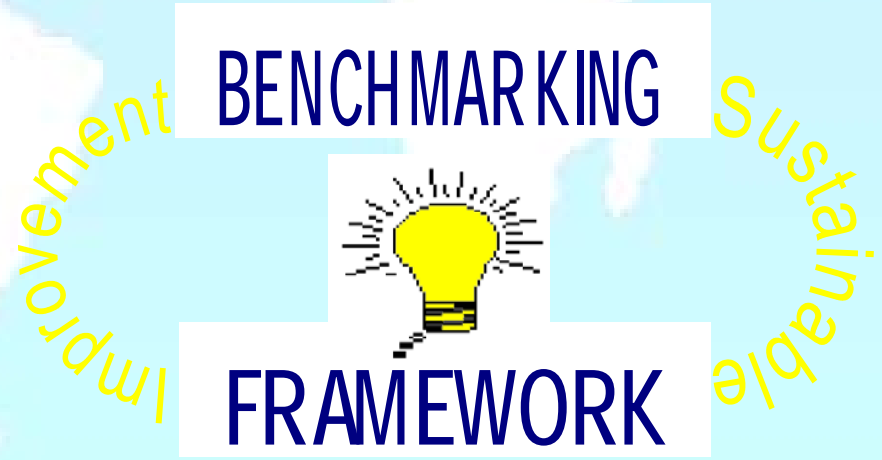
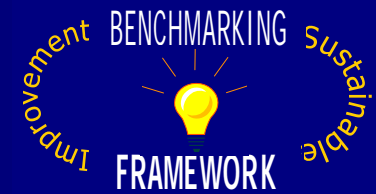


# Benchmarking – Best Practices

**Bruce Searles, Managing Partner,  
Benchmarking Partnerships - Australia**



# Agenda



1. Why?
2. How
3. Key “Best” Practices
4. About Us



# Showing Results



## Sewer / Water Co.

### Results

- Sewer blockages reduced 50% - free tree removal program
- Sewer spillages reduced 40%



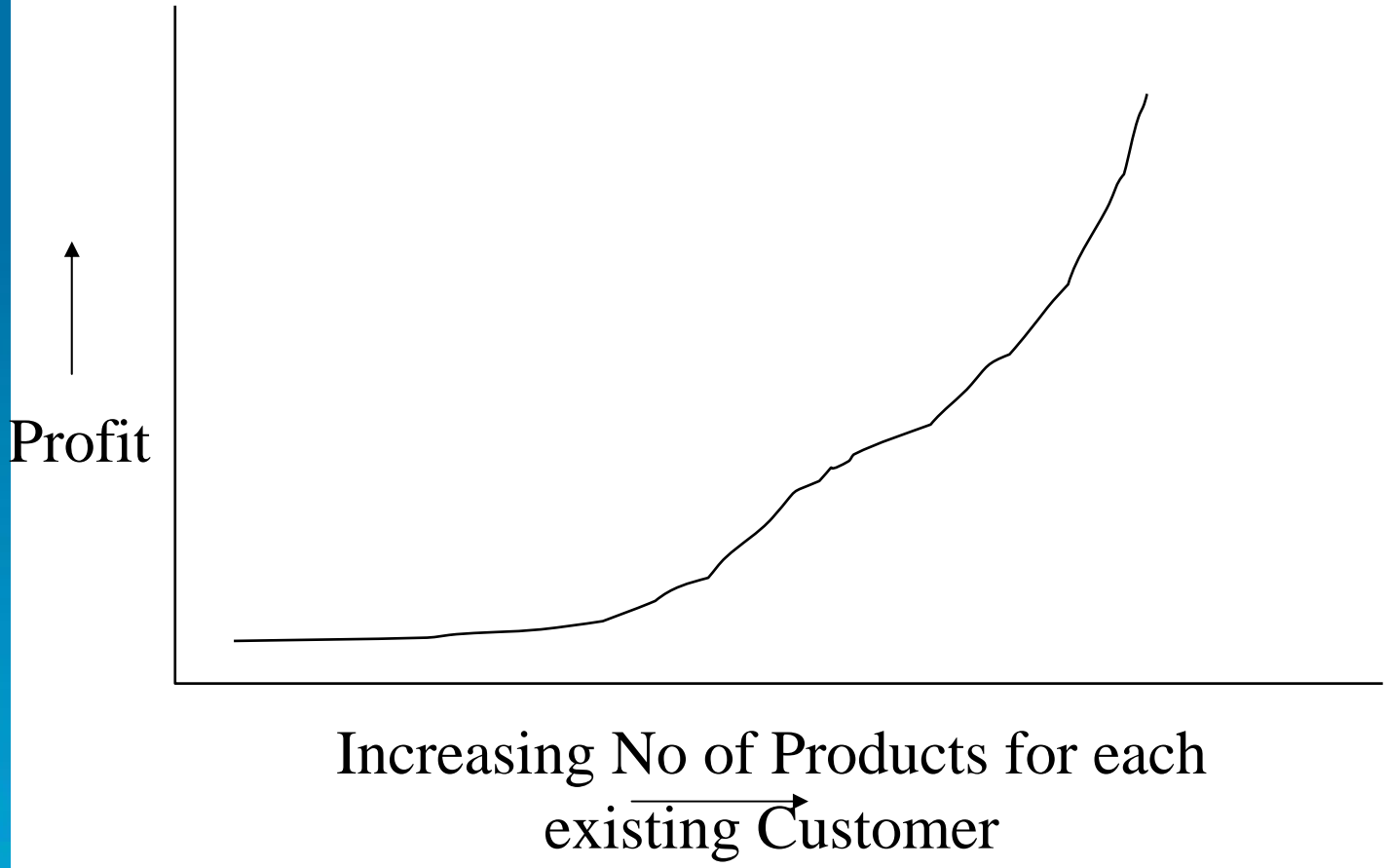
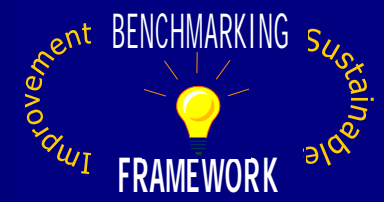
## Australia's largest General Insurer & Roadside Assistance

- **Costs of processes reduced by 30% - staff freed from back office to serve customers and to cross sell to escalate profit**
- **Lean Manufacturing applied to Service Industry**



# Benchmarking Partnerships

(Connecting People, Knowledge & Ideas)



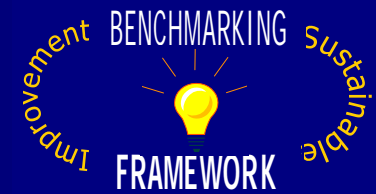
## Classic Study

*Airline benchmarking with race pit crew*

- *Improved profit,*
- *by halving turn-around time*
- *to free up time and enable more frequent services*



# Agenda



1. Why?
- 2. How**
3. Key “Best” Practices
4. About Us



# Benchmarking



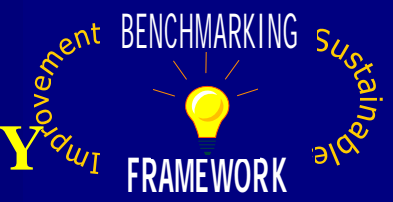
**A Business Excellence tool  
for finding, adapting and  
implementing outstanding  
practices in order to achieve  
superior performance.**

Benchmarking comprises prioritisation of the *most important* strategic improvement need (**the why**), measurement (**the what**) & practices (**the how**). Learning the How's from **different industries** to accelerate improvements.

Re-measure tracks performance improvement  
Use proven **Code of Conduct**







*Stage 1*

Planning and Analysis



*Stage 2*

Learning and Sharing



*Stage 3*

Recommendations

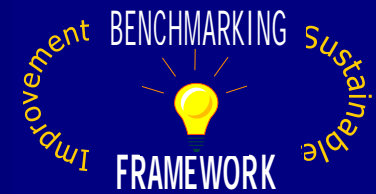


*Stage 4*

Implementation



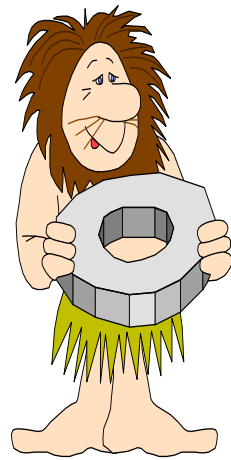
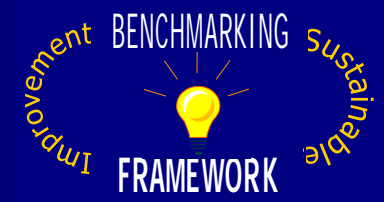
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1. Why?
2. How
- 3. Key “Best” Practices**
4. About Us

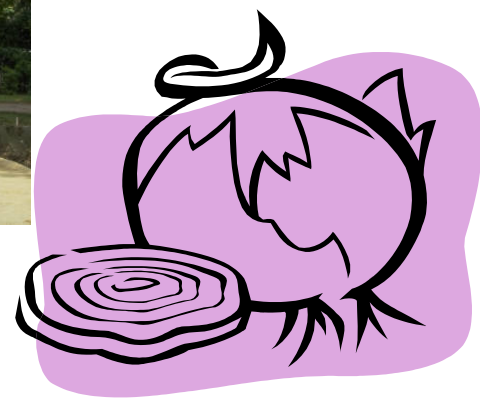
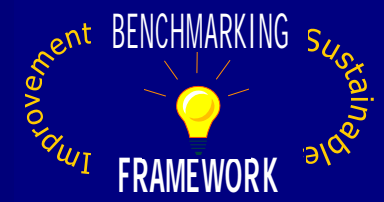


# Finding Partners in Other Industries



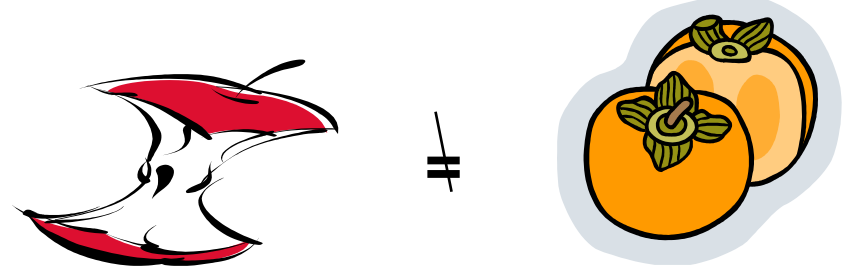
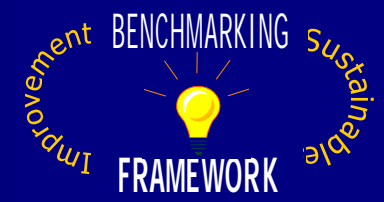
**Code of Conduct**

# Prioritising

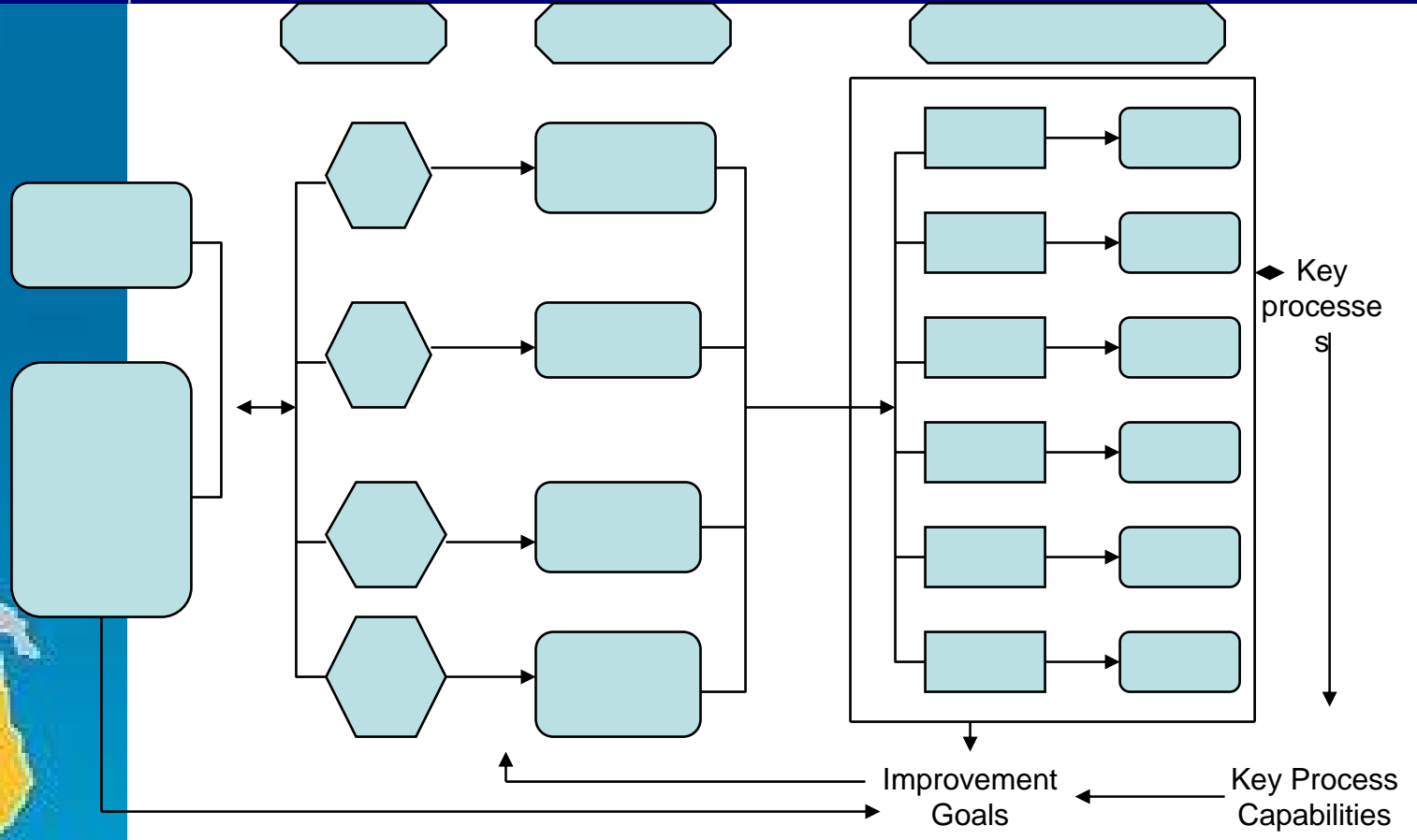
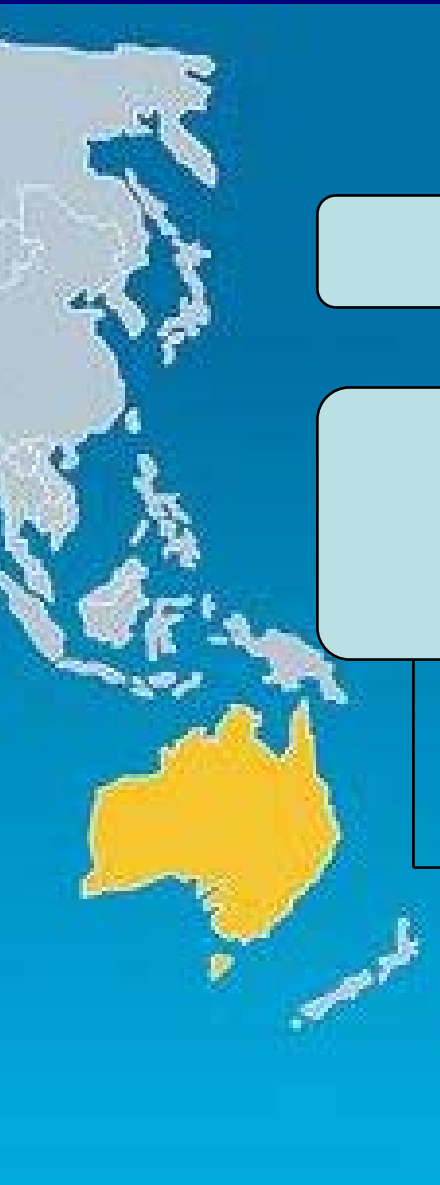
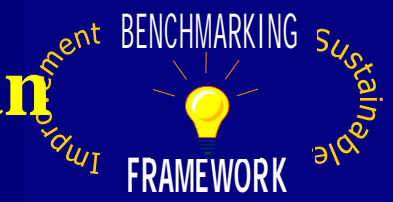


**Determining Topic & Scope / Coverage**

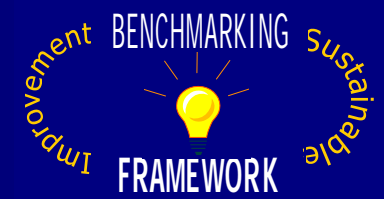
# Avoiding Common Trap for Benchmarks



# A Model for a Business Plan



# A Systems View to Ensure Right Focus



## Customer Value Chain

- HSE&C management
- Resource Planning
- Production
- Maintenance (Capability Assurance)
- Supply Chain management
- Information management
- Project delivery
- Support services

**Core Activities**  
 What we do to create value.

**PROCURE+  
 MAKE+DISTRIBUTE  
 +SERVICE**

**R S  
 t a  
 k e  
 h o  
 l d  
 e r  
 s**



**Benchmarking to Improve**



## Looking Outside

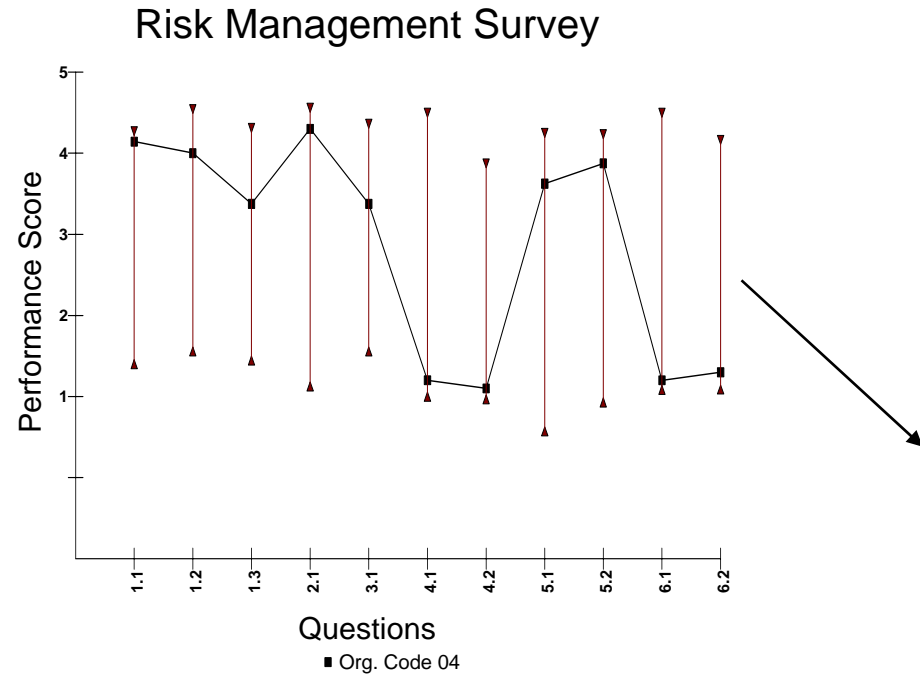
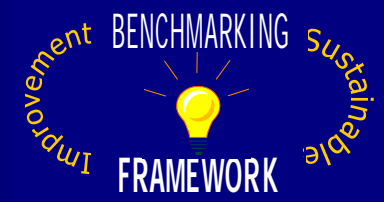


- **Benchmarking looks OUTSIDE the organisation**
- **Benchmarking accelerates improvements – you don't have to invent the best practices yourself**
- **You can avoid the implementation pitfalls and thus achieve results more quickly – further ACCELERATED IMPROVEMENT**



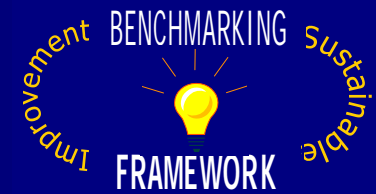
Comparing the Scope Risk Management	Importance							Performance					
	Not at all			Extremely				Very poor			Excellent		
Purpose and scope of risk management	1	2	3	4	5	6		1	2	3	4	5	6
Attitude towards risk management	1	2	3	4	5	6		1	2	3	4	5	6
Implementation of risk management policy	1	2	3	4	5	6		1	2	3	4	5	6
Assessment of risks	1	2	3	4	5	6		1	2	3	4	5	6
Control processes to mitigate risks	1	2	3	4	5	6		1	2	3	4	5	6
Actions taken once risks are identified	1	2	3	4	5	6		1	2	3	4	5	6
Communication regarding risk management	1	2	3	4	5	6		1	2	3	4	5	6
Having someone responsible for risk management and conveying this	1	2	3	4	5	6		1	2	3	4	5	6
Appropriate level of organizational responsibility to coordinate risk management	1	2	3	4	5	6		1	2	3	4	5	6
Systems & management process feedback re risk management	1	2	3	4	5	6		1	2	3	4	5	6

# Comparing Practices



## Code of Conduct

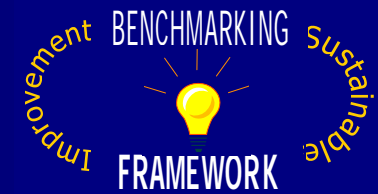
# Learning + Sharing



- How you do it
- How well you do it
- How you know how well you do it
- Improving the way you do it



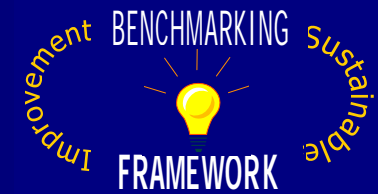
# What People Like You Say



- *Learned about what I didn't know I needed to know as well as what I knew I needed to know*
- *Think Tank Leadership Discussion*
- *Harvesting Best Practices and Ideas*
- *Avoiding tunnel vision – best practices from other industries*
- *Great Networking*
- *Excellent Group Discussions*
- *Despite our Different Industries we all have Similar Processes and CAN Help one another*
- *Enjoyable day with many opportunities to use the learnings in a practical sense*
- *Topical subject that the shared experience enhanced knowledge of*
- *Strong selection of speakers*
- *Good cross section of industry and government*
- *Good quality presenters with good learnings and a way forward*
- *Identification of learning needs*



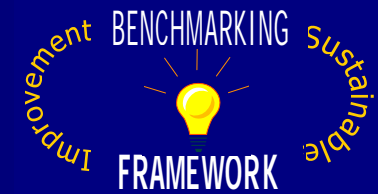
# Outcomes for People



- *Learnings to Action*
- *Engaging Presenters and Presentations*
- *Quality Presentations*
- *Being Challenged*
- *Results Focussed*
- *Fostering Participant Interactions*
- *Good Support Facilities*



# Benchmarking Feature

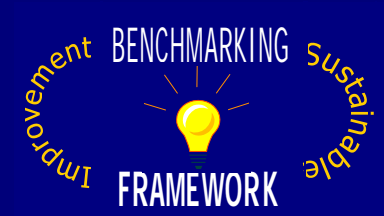


- *Learning Innovative Knowledge for Strategic Large Scale Improvements*



# Benchmarking Partnerships

(Connecting People, Knowledge & Ideas)







## Realising / Delivering Business Benefits using Project Management

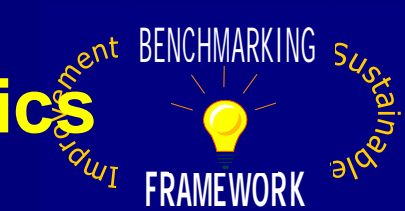
- Scoping
- Time / Schedule management
- Cost control
- Quality control
- People focus
- Communications
- Risk control
- Procurement
- Integration

# Outcomes

*Accelerated (Quantum Leap) Innovations*



# Common Benchmarking Topics



- Customer Centricity
- Communications
- Employer of Choice - Retention / Attraction & Well Being of Employees
- Innovation – new combinations of knowledge - challenge existing concepts  
focus - **real customer needs**
- Results from Business Excellence
- 6 Bottom Lines – **Passion, Safety, Environment, Social Responsibility, Good Day's Work, Variation control**
- Sustainability
- **Benchmarking** / Learning

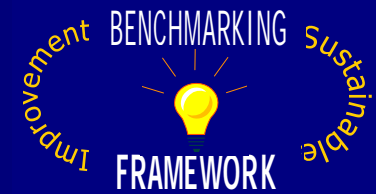




# Success Factors in Benchmarking

1. Believing there is a need to change
2. Top management support and commitment to change
3. Determining what needs to be changed based on strategic imperatives
4. Putting aside preconceived ideas and being open to learning
5. Technical support for the teams
6. Developing a picture of what it should look like after the change

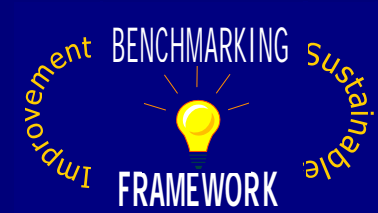
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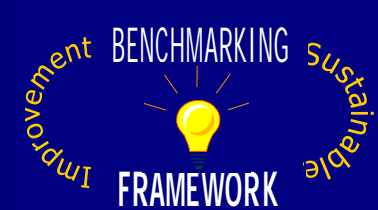
# About Benchmarking Partnerships



*Benchmarking Firm based in Australia with Global Reach*

*We Connect People, Knowledge and Ideas*

# About Benchmarking Partnerships



## Mission

*We Partner people in different organisations and different industries so that through shared learning and partnership networking they can rapidly improve*

- *80 studies – 5000 contacts – since 1995*
- *Own Australian Quality Council benchmarking*
- *Appointed Asian Productivity Organisation Benchmarking experts*
- *Members of Global Benchmarking Network Community*
- *Joint Projects with FTPI (Thailand), APQC (USA), SPA (Singapore), NZBEF & BPIR.com (New Zealand), TPAF (Fiji). PSC (Vanuatu), SAI Global*



# About Benchmarking Partnerships



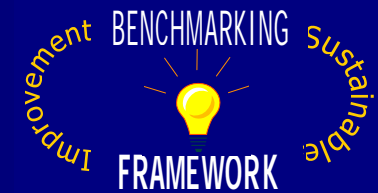
## Initiatives for 2007

- **Business Excellence Study Tour to Australia involving over 50 people including 22 people from a number of Asian countries**
- **Benchmarking Compendium of Best Practices regarding Customer Centricity**
- **Partnership Agreements (formerly called Service Level Agreements) and Measurement Methods and Compendium of Best Practices for internal suppliers**
- **Benchmarking of Contractors' Performance**
- **One page Business Plans, Benchmarking for Plan Deployment and Performance Management training for 90 senior executives**
- **Offered customers access to a new networking learning service, our 2hr luncheon networking forum regularly held across the eastern seaboard of Australia in capital cities.**





# About Benchmarking Partnerships

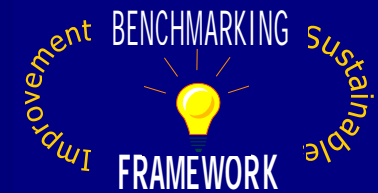


## Initiatives for 2008

- Business Excellence Study Tour (B.E.S.T.) , Better Business Conference and Australian Business Excellence Awards – **16 to 20 June 2008** – visit and learn from 2007 and 2008 Award winners
- Achieving Results from Deploying Business Excellence - Benchmarking Networks in different countries
- Customer Centricity – orienting the whole organisation towards the external customer – Workshops, Compendium of best practices, Training
- International Roadshow for GBN – commencing in Toronto, Canada – with NQI Canada – **22 & 23 April 2008**
- Project Management to Implement Improvements from Benchmarking – workshops and training
- Training - How to do Benchmarking Well



# In House Best Practice Knowledge

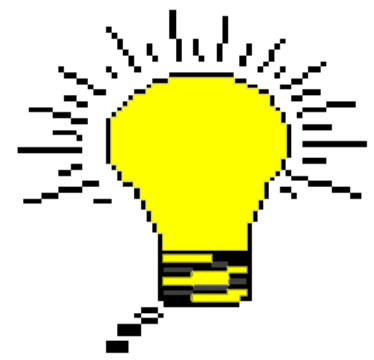


- How to do Benchmarking well
- Business outcomes/ strategy mapping and performance measurement
- Customer Centricity – focusing your whole organisation on the external customer
- Simple one page Business Plans that work and associated Performance Management
- Strategic Improvement of Processes
- Systemic view of your Business to identify priorities for improvement, KPIs and core processes
- Variation management
- Sales Management and Selling
- Six Sigma
- Innovation
- Simple One Page Service Level Agreements – now called Partnership Agreements
- Basic Quality Tools (a lost art?) and their use
- Your own tailored Excellence Model to reinforce your Values and Principles that Matter
- Capability Assessments eg Employee Climate, Communications, Excellence, Project Management
- Corporate Services
- Teamwork
- Communications

# Benchmarking Partnerships

Improvement

**BENCHMARKING**



Sustainable

**FRAMEWORK**



*Contact us*

**Bruce Searles: email:**

**[bruce@benchmarkingpartnerships.com.au](mailto:bruce@benchmarkingpartnerships.com.au)**

**Phone: 61 418 267 794**

**Anton Benc: email:**

**[anton@benchmarkingpartnerships.com.au](mailto:anton@benchmarkingpartnerships.com.au)**

**Phone: 61 409 145 033**

**[www.benchmarkingpartnerships.com.au](http://www.benchmarkingpartnerships.com.au)**