

A Selection of Benchmarking References

Abstract

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Benchmarking Projects

Process Benchmarking

Title: **Conducting a benchmarking study on the efficient handling requirements in the field of design/ development series**

Client: Companies from the automotive industry

Project Partner: 3 companies from the automotive (OEM) - Engineering services (vehicles) and machinery and equipment (pump manufacturer)

Duration: 7 months

Content: Within the framework of the project, the development process was analysed and evaluated in particular, including its interfaces for product planning (central group) and production (decentralized subsidiaries). The target was to determine an objective view of the efficiency and effectiveness of the development and to search for solutions in order to react flexible for changing and complex requirements.

Title: **Benchmarking in research and development**

Client: Leading German enterprise in the aircraft industry

Project Partner: Three leading European air navigation service providers, one research organization in the field of transportation and automotive and one enterprise from the plant engineering and construction industry

Duration: 8 months

Content: The goal of this project was a comparison in the department of research and development (R&D) for international leading enterprises. The principal task was to determine the position of relevant research and development activities in the international environment. In addition, comparability was achieved for the subject areas "simulators" and "third party funds". Thus, the client was enabled to conduct R&D benchmarks on his own in the future.

Title: **Benchmarking corporate communications**

Client: German car manufacturer

Project Partner: Leading European enterprises from different sectors

Duration: 7 months

Content: Comparison of organisational structure (organisation benchmarking) and selected processes (process benchmarking) in the area of corporate communication for nine globally active enterprises from different sectors. The data from the following areas was gathered through site visits: organisational structure of corporate communication, strategies, outsourcing, press relations, investor relations, internal communication, international coordination of communication, public relations and corporate history as well as new media. For each individual enterprise the team identified strengths and deduced and implemented areas of improvement.

Title: **Benchmarking of the logistics external to the company**

Client: Paper industry

Project Partner: Leading German enterprises from different sectors

Duration: 10 months

Content: The ICB described in detail the process of the logistics external to the company, identified measurement categories and compared the data with that of leading German companies from other sectors. The results of the exercise were subsequently summarised in an action plan for the implementation phase.

Title: **Benchmarking in the area of purchasing**

Client: Telecommunication companies

Project Partner: Leading German enterprises from different sectors

Duration: 9 months

Content: The ICB modelled the buying process and defined qualitative and quantitative measures. As a result of this successful project, the investigation area was extended and a wider benchmarking study was conducted.

Title: ***Benchmarking in accounts payable department***

Client: German car manufacturer

Project Partner: Leading globally-active companies in the electronics sector and the plant engineering sector

Duration: 7 months

Content: Due to time-consuming verification of invoices, the cash discount target could not be achieved in a significant quantity of accounts. The team analysed incoming invoices (transportation, supply and other invoices) that came by mail as well as by remote data transmission. The main focus was on the analysis of the different structures for computing, organisation and costs. Every process of accounts payable was considered for the comparison including all of the interfaces.

Title: ***Benchmarking in the area of new product launch***

Client: Leading German enterprise in the ceramics industry

Project Partner: Leading European companies in the ceramics and glass industry

Duration: 7 months

Content: Analysis and assessment of product development processes from the product idea until the start of production. The main focus was on supporting software systems (CAD/CAM) as well as the cost and organisation structure.

The outcome of this project was the new orientation of the marketing and sales department as well as the introduction of a product development entity with clearly structured responsibilities and process authorization.

Title: ***Benchmarking of a test bay (testing of components)***

Client: Leading German enterprise in the automotive industry

Project Partner: Leading transportation manufacturer, automotive supplier

Duration: 6 months

Content: Analysis and assessment of the component testing process. The main focus was on the preparation of a proposal for the unit under test, the optimisation of the stock system for adaptation devices and the optimisation of the supporting test bay processes.

The result of this project was a reduction of the number of testing devices, an increase in efficiency as well as significant cost savings in the entire test bay area.

Title: ***International benchmarking project in the area of contract research for institutes of applied research and industry***

Client: German research organisation

Project Partner: Three research organisations from Germany, Sweden and Austria, one leading enterprise in the automotive supply industry

Duration: 12 months

Content: The main focus of the project was on conducting an external process benchmarking concerning contract research for selected organisations. Subsequently, actions were developed in order to increase turnover while at least maintaining the economical result at the same time. The scope of analysis were the definition of the business segment (market-customer-perspective), the development of a business plan (conception-perspective), the analysis of an organisational and operational structure (process-perspective) as well as an order initiation for products and services (targeted acquisition).

Title:	<i>Benchmarking project „Finishing Process“</i>
Client:	Systems supplier in the automotive industry (Tier 1, with high versatile products)
Project Partner:	Four enterprises in the automotive, aeronautical and plant engineering and construction industry
Duration:	9 months
Content:	<p>The project focused on the analysis and improvement of both, main processes and supporting processes. To realise the goals, a benchmarking project was conducted in order to implement best practice processes from enterprises from external sectors. Four enterprises which possess a wide range of products and their production distributed over many networked locations were selected as benchmarking partners. Substantial processes were modelled, analysed and compared on the basis of key performance indicators (KPI).</p> <p>These processes and KPI provided a basis for identification, presentation and evaluation of individual best practices. Relevant action plans were derived from these valued best practices for all involved enterprises in order to implement best practice processes. Follow-up projects resulting from this benchmarking project are mentioned below:</p> <ul style="list-style-type: none"> Implementation of technical sales and distribution Implementation of a start-up management process Introduction of team work in production Introduction of idea management

Title: ***Benchmarking project in purchasing***

Client: Public German research organisation

Project Partner: none

Duration: 7 months

Content: The target of the benchmarking project was to investigate process flows, information flows, structures and monetary value limits in purchasing. The processes and structures were analysed within the supply chain. The operational capability, cost effectiveness and internal service quality of according organisational units from research organisations were investigated with regard to purchasing. Subsequently, suggestions for improvements and measures were identified. Besides the consideration of processes inside the research organisations (internal benchmarking) a comparison with other excellent research institutions and organisations (external benchmarking) was conducted.

Title: ***Implementation of idea management as a result of the benchmarking project "Finishing Process"***

Client: System supplier in the automotive industry

Project Partner: None

Duration: 6 months

Content: During the benchmarking project "Refinement Process", among others, Idea Management was identified as a possible source of savings for the system supplier. The main focus was on the implementation of Idea Management in two pilot factories. In addition to the implementation, the client's project team should be enabled and coached for self-contained and independent application of Idea Management in other factories in the future. The project was implemented by supporting the design of internal communications, executive development, personnel development and coaching of Idea Managers. Subsequently, verification has been conducted on the basis of surveys. The implementation was evaluated to make adjustments. As a result, two functional Idea Management Systems were available in the pilot factories.

Title: ***Implementation of start-up management as a result of the benchmarking project "Finishing Process"***

Client: System supplier in the automotive industry

Project Partner: None

Duration: 6 months

Content: During the benchmarking project "Refinement Process", among others, Start-up Management was identified as a possible source of savings for the system supplier. The main target of the project team was the implementation of Start-up Management in corporate headquarters and a pilot factory of the system supplier. Objectives for the implementation were development of a detailed concept and definition of target process. In addition to the implementation, the project team should be enabled and coached for self-contained and independent application of Start-up Management in other factories in the future. The implementation has been accomplished by coaching the project team and controlling the current process. The implementation was evaluated to make adjustments. As a result a functional start-up management was available in the pilot factory. One start-up was accomplished in real-time.

Title: ***Implementation of technical sales and distribution as a result of the benchmarking project "Finishing Process"***

Client: System supplier in the automotive industry

Project Partner: None

Duration: 6 months

Content: During the benchmarking project "Refinement Process", the establishment of Technical Sales and Distribution was identified as a possible key subject for the improvement of the sales process as well as for an increase in new customers but also total turnover. The objective was to develop a detailed concept for the establishment of Technical Sales and Distribution and to make organisational adjustments of the system supplier's existing sales department. The focus was on the definition of a target process for Sales and Distribution. Organisational change and action plans were defined in accordance with the project team. The project was finished within the estimated time. As a result, the top management received the coordinated action plans which were realized within a period of six to nine months.

Title: ***Benchmarking project in the area testing and development of components - A study for the efficient handling of QS 9000/VDA 6.1 requirements***

Client: German enterprise from the automotive industry

Project Partner: Leading enterprise from the chemicals industry, producer of micro-electronics, leading pharmaceuticals enterprise

Duration: 9 months

Content: As part of this project, the ICB conducted an extensive analysis and assessment of the component and pieces process concerning the engine cooling circuit. Special emphasis was put on testing the efficiency and optimizing the QS 9000/VDA 6.1 documentation requirements by examining documentation effort, documentation resources as well as documentation steps and comparing them with benchmarking partners.

As a result of this project, a control level was implemented for the controlling of documentation processes. Furthermore, the documentation structure was standardised.

Title: ***Benchmarking project in the field of process analysis***

Client: German enterprise in the area of fundamental research

Project-Partner: None

Duration: 3 months

Content: For this project, a process admission of the purchase-relevant tasks and processes for the range building took place during a workshop. The goal was an analysis of the existing processes with consideration of substantial aspects like the four-eye principle.