



غرفة تجارة وصناعة أبوظبي  
ABU DHABI CHAMBER OF COMMERCE & INDUSTRY

## Sheikh Khalifa Excellence Award (SKEA)

The Sheikh Khalifa Excellence Award (SKEA) was been designed to recognize the achievement of organisations that demonstrate high performance through a journey of innovation, learning and continuous improvement. Organisations that participate in the award will discover that organisational excellence is a much broader concept than the instigation of a popular quality management system. It encompasses the way organisations meet or exceed the needs and expectations of stakeholders, in a balanced and proactive manner.

The Sheikh Khalifa Excellence award provides organisations with a roadmap to achieving excellence and suggests a methodology for conducting self assessment against the international criteria for organisational excellence used throughout Europe and beyond. The greatest benefit an organisation gets from registering for the award is the improvements gained from conducting self-assessment and using the excellence model to identify strengths and areas for improvement across all operations.

Applying for SKEA will give organisations a powerful mean of motivating their people and focusing their efforts on continuous improvement. As part of the award process, applicants for SKEA will receive a feedback report which details the strengths and areas for improvement against the award criteria, drawn by experienced assessors. Obviously, there is considerable prestige attached to winning the award with all the honour associate with this achievement. Moreover, the high profile award ceremony will establish winners as role models for other organisations to aspire.

Winners of Sheikh Khalifa Excellence Award (from Diamond, Gold and Silver categories), can benefit from the branding privileges and the display of special logos designed to distinguish the winners in each category. The award logos may be used by winners on their stationery and marketing collaterals for a maximum period of three years, after which the organisation is expected to reapply for the award.



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# How to benchmark your business processes

# The How to... Series

Most organisations know where they should be improving their performance. The difficult part is obtaining detailed, impartial advice to set them in the right direction. The British Quality Foundation has responded to this need by producing a series of 'How to...' books.

The authors are experts on their subjects and the books are suitable for organisations of all sizes in all sectors. While they do not provide the complete solution, by following the ideas and approaches the reader will find a route to implementing performance improvement and achieving greater productivity and competitiveness.

This book answers the question

*'How can we benchmark our business processes?'*

## Other books in this series include:

**How to** measure and manage business performance

**How to** design and implement a corporate social responsibility strategy

**How to** identify and manage the organisation's key processes

**How to** become an Investor in Excellence

**How to** develop and make effective use of a balanced scorecard

**How to** become an excellent organisation

**How to** establish customer requirements and measure customer satisfaction

## Acknowledgement

The British Quality Foundation is grateful to TQMI Consultancy for their help in producing this book.

TQMI is an improvement consultancy providing practical support to organisations striving to achieve excellence. It operates in over 40 countries and has supported over 1000 public and private sector clients. TQMI tailors and utilises appropriate tools and approaches to help clients on their journey towards excellence. It adopts a pragmatic approach to help clients bridge the performance gap between where they are today and their future aspirations.

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## Introduction

This booklet is an easy-to-read, practical guide for those who are in the early stages of introducing and managing benchmarking projects in their organisation. By following the ideas and approaches suggested, the reader will be able to see how to bring about step-change improvement in his or her organisation. This improvement is gained through the application of a structured learning process based on what other organisations do and achieve.

It is assumed that the organisation already has a structured approach to managing and improving its processes, and that benchmarking, as a more advanced technique, will enable breakthrough improvement to be achieved. If the understanding of process management is not so advanced, it is recommended that the reader first review one of the other books in this series 'How to identify and manage the organisation's key processes'.

## What is Process Benchmarking?

'Good, better, best  
May you never rest  
Till your good is better,  
And your better, best!'

Old Proverb

Process Benchmarking is comparing with, and learning from, others about the way you do things (your processes) and how well you do them - with the aim of creating improvements.

Process Benchmarking is a structured approach of comparison and learning. It involves comparing the operation and performance of a process with the equivalent process in other organisations. The aim is to learn from the comparison and introduce improvements into your way of doing things.

The key word is 'structured'. The Benchmarking Process was initially developed by Rank Xerox as one of the tools in their quality process (and described by Robert Camp in his book 'Benchmarking - the search for industry best practices that lead to superior performance.'). It stems initially from the Japanese term 'Dantotsu' which, roughly translated, means 'the best of the best', and was used by Rank Xerox to seek out best (ie world class) performance, wherever it might be found. Finding the best performance requires discipline, patience and tenacity, and, most importantly, a structured process.