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HIGH-TECH REGIONAL PROGRAMME TO INCREASE INDUSTRIAL
E-PRODUCTIVITY AND QUALITY IN CEE/NIS COUNTRIES – PHASE 1



**Development of benchmarking system for
e- productivity and quality improvement**

Contract No 2004/211

FINAL REPORT
for
UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
UNIDO



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Institute of Mechanics and Design, Warsaw University of Technology

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I. Introduction to the benchmarking

a. Definition of the benchmarking

We are living today in an economy where the fast simply eats the slow! The painful upheavals on so many companies in recent years reflect the failure of one-time industry leaders to keep up with the accelerating pace of industry changes.

Organisations need to continually re-think their structures, products, processes, and markets. They must re-establish themselves to be quicker to market, more customer focused, more innovative, nimbler, flexible and to handle rapid change. This continuous change and improvement translates into one key capability that no future organisation can afford not to excel in – continuous learning. Learning from one's own mistakes, learning from industry leaders, learning from competitors, customers, suppliers, academic partners, and other sectors. A main tool in this learning arsenal is benchmarking.

Benchmarking – comparing, studying, adapting and learning from other's best practices is not simply popular, but virtually mandatory for future success.

Moreover, this learning through benchmarking should not only relate to traditional views of performance (namely financial), but should cover a balanced portfolio of practices and capabilities that ensure both – short and long term success. Managers now have to take a balanced view of the organisation and must manage and improve all aspects – from shareholders' requirements to customer satisfaction, employee motivation and corporate social responsibility. Developing best practice through benchmarking features as a critical activity in the business world.

Benchmarking provides a structured process that enables individual businesses to measure their performance in key areas, such as staff retention levels and productivity. It also provides an opportunity to compare that business with its sector's counterparts.

The benchmark process, which is facilitated throughout by a trained advisor, is simple and practical and centres on the completion and analysis of an in-depth questionnaire aimed at gathering performance information about a company across all key business areas.

This data, which is treated with the strictest confidence, is then put into a secure database, where it is used to provide the advisor and the company with performance comparisons with other companies, which can be selected using a wide range of

criteria. By analysing these comparisons, it is possible for the advisor and the company to highlight the company's strengths and weaknesses. Once this is done, the company is well prepared to develop its strategy for the future growth.

b. Benchmarking capabilities

People

At the heart of all organisations are people. It is becoming increasingly clear that the engine for organisational development is not capital and equipment, but managers and people, who do the work. Without altering human knowledge, skills, and behaviour, change in technology, processes, and structures is unlikely to yield long-term benefits. Managing business productivity is essentially becoming synonymous with managing people effectively.

E4pq-benchmarking collects people performance data under several different headings – new employees, total leavers, early leavers, days lost to absenteeism, accidents, number of employees per manager, directs compared with indirects and graduates as a % of employees.

Customers

Customers pay the bills. If SMEs don't generate sufficient Free Cash Flow they will soon be wound up by the administrators. A loyal core of regular customers is often the antidote to such drastic actions. But research has shown that only those customers, that describe themselves as 'very satisfied' are likely to show loyalty characteristics by placing repeat orders. Those that are merely 'satisfied' tend to be relatively promiscuous in their choice of suppliers. In the last decade or so, getting to know what your customers think of you has been, and continues to be, one of the most essential mantras of business thinking. A vital business measure, therefore, is customer satisfaction. The starting point for this – and it must be stressed that it is only a start – is to measure customer complaints, delivery to promise and levels of warranty problems.

Suppliers

In recent years there has been an increasing trend for firms to outsource non-core activities. In most casus this was done as a cost reduction exercise and to focus on core competencies.

However, as the trend grew and encompassed most of the firms' direct inputs and indirect support processes, it did result in the firms become ever more reliant upon their suppliers. This, coupled with the growing recognition that significant cost can be

taken out of supply chains, has resulted in significant interest in improving supplier performance.

E4pq-benchmarking captures data about supplier performance using several different measures, most notably – % of sub standard supplies by value,% supplies delivered on time by value, turnover/number of suppliers and stock turns.

Investors

Risk and Reward – Although some small businesses are listed on the stockmarket, most aren't and therefore do not have to respond to the whims of fund managers and equities analysts. Nevertheless, they are still answerable to their capital providers, such as banks and venture capital investors, and of course their owners – often the founders of the business.

Investors, by definition, expect a return on their investment through interest payments or via a share of the profits and/or, where applicable, via share price appreciation. Reward though is not without risk – investors reasonably need to know just how viable their investment is now.

Value creation and asset management

While sales and profit performance data are useful in assessing how well a firm is performing, they do not reflect the whole picture. Indeed, their main shortcoming as measures is that they do not establish whether or not a firm is creating value.

Organisations need to create value by demonstrating high returns on capital and net assets. Two significant levers for driving up returns can be identified through benchmark data – cash management and overhead management.

New product development

Most products have a limited lifecycle. In order to create medium to longer term growth for their investors and to keep customers loyal, companies need to have a continuous stream of new products and/or business services. The rate at which firms can develop these and bring them to their markets successfully is often a critical factor that distinguishes a company from its competitors.

While the level of R&D expenditures will not guarantee the commercial success (for example, if it is directed in the wrong areas), it is an indicator of the level of input into new product development. Measures of the success of recent past efforts in this area provide indicators of whether renewal strategies are delivering the anticipated results. How long it takes from concept to income – the speed to market – is a further key management issue for manufacturing companies.

Business processes

Scrap and rework wastes money and adds to the cost of making products, which in turn reduces the profit margin for which they can be sold. Rework (and scrap replacement) conducted on a normal production line where there is also a capacity constraint is also preventing production of further new product – and so almost certainly upsetting the schedule adherence.

Schedule adherence can be upset by many other factors too, including supplier transgressions, machine breakdowns and fundamentally unstable production processes. Set-up and changeover times are an important factor in both process re-engineering and continuous improvement programmes, but they are highly specific to the process in question and, again, are best addressed where there is a significant capacity constraint.

Organisational capabilities

To be successful, manufacturing companies need to assemble a range of capabilities – i.e. bundles of people skill-sets, best practices, leading technologies and physical infrastructure – in specific parts of their business that collectively allow them to beat their competitors.

Productivity measure:

1. Pre-tax profit per employee
2. Turnover per employee
3. Value added per employee

c. Summary

Nowadays trying to improve your company's performance without first undertaking the benchmarking possibilities would be just as daft. You could only guess what really needed attention and any changes in your company.

The most important features that benchmarking enables are:

- Spending less on the capital investment as a percentage of turnover,
- Spending less on R&D expenditure as a percentage of turnover,
- Not increasing their spending on training as a percentage of turnover and spending less on training per employee,
- Investing less on hiring graduates,
- Spending less on their marketing activates as a percentage of turnover.

Benchmarking's aim is to help to improve the competitiveness and profitability of the business.

Programs such as e4pq-benchmarking provide data which are a valuable resource to analyse relationships between management policy and productivity levels.

The analysis can suggest SMEs:

1. Strategies that aim at building market share and continued market protection.
2. Employment strategies.
3. How to reach the highest productivity.
4. How the training increases productivity.
5. Best models of 'customer/supplier' relationships.
6. How to create an innovative approach to products and markets.

II. e4pq-benchmarking project

a. Introduction

United Nations Industrial Development Organisation in co-operation with Polish Ministry of Industry and Labour conducts "E4PQ. High-Tech Regional Programme to increase Industrial e-Productivity and Quality in CEE/NIS countries". E4PQ Programme, where 'E' stands for 'electronics', 'P' – for 'productivity' and 'Q' for 'quality', has been implemented since December 2003. Its first phase (Pilot Project in Poland) is financed by UNIDO and supported by in-kind contribution of Polish institutions and E4PQ Teams.

The E4PQ Programme aims at improvement of productivity and quality in the economies of CEE/CIS countries through implementation of ICT in enterprises as well as at making the industries, and SME's in particular, better fit for the e-economy. It is a practical reference of UNIDO and Polish Ministry of Economy and Labour to UN Millennium Development Goals as well as to the Declaration of Principles "Building the Information Society: a global challenge in the new Millennium" – adopted in Geneva in 2003. Investing in productive utilisation of ICTs in enterprises, the E4PQ Programme enables the market access and facilitates trade flows.

b. Methodology

The purpose of the e4pq-benchmarking project is to design and develop a quality and productivity benchmarking system at enterprise level. The system should allow to monitor the impact of the e-productivity and e-quality programme at small and

medium-size enterprises. The benchmarking system should be deployed in the internet as a part of the E4PQ portal, with a database that contains productivity and quality indicators.

Benchmarking Objectives

1. Establishing common definitions,
2. Establishing metric norms,
3. Determining the value of best practices,
4. Providing enterprises in a basis for self-analysis.

Benchmarking is a systematic process of measuring one's performance against recognized leaders for the purpose of determining best practices. Benchmarking enables a continuous improvement process by the transfer of solutions from one enterprise to another. Benchmarking requires the use of metrics – quantifiable, simple and understandable measures, that can be used to compare and improve the performance. Investigation must be systematic and a high code of ethics is needed.

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International Standards

Many benchmarking tools already exist. A very common one is EFQM (European Foundation for Quality Management) Excellence Model. This model consists of the following:

- *Leadership* — How the behavior and actions of the executive team and all other leaders inspire, support and promote a culture of business excellence.
- *Policy and strategy* — How the enterprise creates, deploys, reviews and turns policy and strategy into plans and actions.
- *People* — How the enterprise releases the full potential of its people.
- *Partnerships and resources* — How the enterprise manages resources effectively and efficiently.
- *Processes* — How the enterprise identifies, manages, reviews and improves its processes.
- *Customer results* – What the enterprise is achieving in relation to the satisfaction of its external customers.
- *People results* — What the enterprise is achieving in relation to the satisfaction of its people.
- *Society results* — What the enterprise is achieving in satisfying the needs and the expectations of the community at large.
- *Key performance results* — What the enterprise is achieving in relation to its planned business objectives and in satisfying the needs and expectations of everyone with a financial or other interest in the enterprise.

Most of the available services contain the above mentioned elements of the model. The largest in the world benchmarking service – Benchmark Index covers the model as well as offers financial and hard management questions (www.benchmarkindex.com).

Enterprises start with no knowledge of the subject and need help from external expert. This type of service could also be used as a monitoring tool when applied again. The result is that enterprises can improve their performance through learning from the experience of others. A pilot benchmarking exercise has already been carried out through the recording information collected from questionnaire, to be completed by enterprises through a series of questions. These questions allow companies to measure their performance against others in aspects of finance, management and business excellence. It is a service designed to encourage greater use of benchmarking by SME.

Partial productivity

Productivity is the ratio of outputs produced to the input resources utilized in their production. Typically, productivity is also measured against a “base period” so as to facilitate trend analysis of the productivity measure. Partial productivity is the ratio of gross or net output to just one type of input. Examples of a partial productivity would be labour productivity, capital productivity, and so forth. Obviously, partial productivity factors appropriate for a particular company will vary.

There are many reasons why productivity measures are important; three of the more important reasons deal with their use in trend analysis, comparison analysis, and goal analysis. Trend analysis is the ability to measure productivity of a company with regard to previous years' performance. Comparison analysis allows the comparison of the companies productivity with anticipated or target goals. Thus, if a company has a particular goal of better utilizing its capital expenditures, it can utilize a productivity measure to analyse its results

c. Tasks of the project

i. creation of the web site

The www.e4pg-benchmarking.org web site has been created. One of the most important tasks of the project is creation of the web based on a tool for collecting data and allowing small and medium enterprises to benchmark by themselves.

Web service is basing on CMS (Content Management System) system called PostNuke (<http://www.postnuke.com/>). PostNuke needs access to PostgreSQL database. PostNuke is also responsible for user administration. PostNuke was extended by additional module named "Ankieta", which gives required functionality.

Similarly to PostNuke, "Ankieta" module was written in PHP4. It needs also PostgreSQL database. Whole web service is using two databases. First (called "benchmarking") is PostNuke system database. Second (called "benchmarking1") stores data referred to questionnaires and its results, and also companies information. In attachments you may find the details about database.

After visiting the web site, every user who wants to do benchmark for his own economic activity, is registered, so that he may log-in to the part of service, which is not available from the unregistered level. After logging-in the system shows the questionnaire to be filled in. The data from the filled in questionnaire are being sent to the server database.

ii. creation of the database

During the design of the web site a database for storing the information from questionnaires was created. A dedicated module CMS was created – it is responsible for data input to database My SQL. This database is on the same server as the database PostNuka but it may also be located on another server.

The database consists of nine tables:

- Company – company data store,
- Legal entity – dictionary with legal entities for companies,
- Number – numbers connected with the company (tax number, registration number),
- Number of type – dictionary of company numbers,
- Person – data of person, which is filling the questionnaire,
- Questionnaire – data concerning the filled-in questionnaire,
- Answer – answers given in particular questionnaire,
- Questions – questions,

- Sections – question sections.

The data collection process involves both – quantitative and qualitative measures of performance, giving a comprehensive initial analysis of the organisation's situation.

Completing the questionnaire will bring the following benefits:

- helping the organisation to identify its current position and determining the best future direction and priorities,
- allowing comparison with the achievements of other organisations,
- *encouraging the organisation to monitor its progress on a regular basis.*

iii. establishment of the indicators and questionnaires

A set of indicators for productivity measurement was sent to all e4pq experts and National Coordinator for consultancy. All of them accepted those indicators.

Selection of the indicators and design of the questionnaire

Indicators – a set of data, mathematical data calculated for each enterprise are to show the results by quartile. In database each enterprise has its own record, so that it is possible to edit it in future.

Selected indicators are divided into three categories: financial data, management data and company data. Following, financial data are divided into two groups (Finance and Financial Capital), Management Data e.g. operational performance measures are divided into five groups (Customer Satisfaction, Innovativeness of the Product/Service, Suppliers, Human Resources, Employee Satisfaction). Measures of business excellence e.g. company information are divided into nine sections (Leadership, Policy and Strategy, People, Partnerships and Resources, Processes, Customer Results, People Results, Society Results, Key Performance Results).

All indicators and questionnaire are presented below:

Financial data

Finance

1. Turnover: invoiced value of goods and services sold in the your Country, exclusive of Value Added Tax
2. Export Turnover: invoiced value of goods and services sold outside of the your Country, exclusive of any local sales taxes
3. Pre-tax result: net trading profit or loss after deduction of operating and non operating expenses and incomes but before taxation, dividends payable, and

- extraordinary items. (After deducting an allowance for proprietors & partners salaries for unincorporated businesses only ie: NOT limited companies
4. Net income from export sale
 5. Cost of bought-in materials and services: cost of all bought-in materials and services which are directly required for the creation of the finished product or service. Direct and indirect overheads are excluded from the definition
 6. Net income from goods and materials sale
 7. Net income from goods and materials export sale
 8. Value of sold goods and materials
 9. Profit from sale
 10. Interest payable: all gross interest payable in respect of loans and overdrafts
 11. Depreciation charge: measure of the wearing out/reduction in the useful economic lives of tangible fixed assets, arising from use or obsolescence occurring during the accounting period
 12. Cost of used material and energy
 13. Cost of used energy
 14. Cost of used water
 15. Value of purchased materials and services
 16. Employee wages and salaries: aggregate payroll costs (including all monetary bonuses) in respect of permanent employees, excluding directors. The definition also excludes employers national insurance costs, pension scheme costs, and other non-monetary benefits in kind such as company cars
 17. Permanent employees wage and salary
 18. Research and development expenditure: total amount charged to the profit and loss account (including materials, labour and attributed overheads) in respect of research and development activity
 19. Training expenditure: all direct costs related to training, including course fees, seminars, vocational study, internal trainers? salaries, and training equipment. The definition excludes the wages and salaries of the trainees
 20. Marketing expenditure: all direct marketing costs incurred by the marketing department including the costs of producing marketing materials, advertising, other media and market research. The definition excludes direct sales costs
 21. Taxes and charges

Financial capital

22. Tangible fixed assets: net book value of all tangible fixed assets including property, plant and equipment, motor vehicles and assets in the course of construction
23. Capital investment: total capitalised additions during the year in respect of plant and equipment
24. Stock: value of raw materials, work-in-progress (net of payments on account where applicable) and finished goods and services
25. Trade debtors: amount of money owed by customers to the business for goods and services sold, net of any bad debt provisions
26. Cash at bank and in hand: all cash held in bank accounts (or other financial institutions) and in hand. Overdrafts and loans are excluded from the definition and entered at zero value
27. Total assets: all fixed assets (including intangibles, such as goodwill, brands, tangibles and investments) and all current assets (including stock, total debtors, investments and cash)
28. Trade creditors: amount of money owed by the business to suppliers for goods and services purchased
29. Short term loans: overdrafts plus the element of any other loans, finance lease or hire purchase agreements which are due within one year of the last balance sheet date
30. Other current liabilities: all liabilities of the business which are due within one year of the last balance sheet date, other than short term loans and trade creditors
31. Long term loans: element of all loans, debt, finance lease or hire purchase payments which is due after one year of the last balance sheet date
32. Other long term liabilities: all liabilities of the business which are due more than one year after the last balance sheet date, other than long term loans
33. Shareholder's funds: total of all share capital and reserves of the business. For unincorporated businesses, this is capital introduced plus profit/loss balances, less drawings
34. Pre-tax profit
35. Total real property
36. Turnover property
37. Total assets

38. Total capital
39. Own capital
40. Constant capital
41. Liabilities and liabilities reserve
42. Short term liabilities
43. Communication in/outside the organization
 - a. we use traditional methods fax, telephone etc
 - b. we use e-mail
 - c. we use e-mail and we have website
 - d. as in points a, b, c and additionally we use Internet and other advanced communication technologies (like Internet shops, developed applications on web etc.)

Management data

Customer satisfaction

44. No. of customers: those customers who have placed orders with the organization last year
45. No. of orders: received last year. In the case of multiple call off or blanket orders, count the number of invoices raised or transactions
46. No. of orders not delivered when promised: not delivered against their quoted delivery dates or times
47. No. of customer complaints: recorded complaints received last year
48. Order value of customer complaints: order value of the recorded complaints
49. Orders failed before delivery: number of orders for products and/or services which do not meet specified standards of work and were failed before delivery to customers last year
50. Orders rejected by customer: number of orders for which the products and/or services do not meet specified standards of work and are rejected by the customer after receipt during the specified warranty period

Product and/or service innovation

51. Turnover from new products/services: turnover generated from new products or services launched in the last year. It does not include minor modifications to existing products or services
52. Turnover from new market segments: turnover generated from new market segments entered within the last year. This may include, for example, entry into a

new business area, or new applications for the product or service. They must be new business areas that have been formally developed by the organization as the result of strategic decisions taken

53. Turnover from new geographical markets: turnover generated from new geographical markets (UK and Overseas) in the last year. They must be geographical markets that have been formally developed by the organization as the result of strategic decisions taken

54. No. of new customers: total number of new customers supplied to during the last year

Suppliers

55. No. of suppliers: number of trade suppliers used for direct production purposes, or service provision to customers, during the last year. Suppliers for indirect goods and services e.g. stationery for administration are excluded

56. Value of supplies delivered on time: annual value of supplies delivered to agreed schedules

57. Value of supplies rejected at delivery: annual value of supplies which did not meet the specified standard and are rejected on delivery or during the agreed warranty period

People management

58. No. of employees: the average number of employees during the accounting year. Each employee to be calculated as a full time equivalent (FTE). For example, two part-timers employed 50% of the week each count as one FTE. Temporary or seasonal staff on a contract of greater than six months are to be treated as permanent employees

59. No. of managers: number of people who have responsibility for managing other people

60. No. of management levels: number of management levels including first line supervisors and directors

61. Total number of people days training per year: total annual number of days training including induction provided in the work area and in the classroom, externally and internally

62. No. of new employees: total number of new people who joined the organization in the last financial year

63. No. of graduates: number of people who have a higher diploma, degree, masters, doctorate qualification or professional chartered qualification of a similar level. It includes all graduates, not just new starters
64. Employees directly involved in service/product provision: those people who directly contribute to the operation and delivery of the product or service *People satisfaction*
65. No. of leavers: total number of people who left the organization in the last year ? voluntarily, retirement etc. It excludes seasonal and temporary staff
66. No. of leavers within 6 months: total number of people who left the organization in the last year within 6 months of their start date. It excludes seasonal and temporary staff
67. Absenteeism rate (number of days): total number of days lost in the last year, due to any cause, excluding annual leave, public holidays and statutory entitlements
68. No. of accidents/incidents: no. of accidents/incidents reported in the Health & Safety Record Book during the last year

Questionnaire design:

The questionnaire is divided into nine sections.

Section 1 – Leadership

1.1. How do your leaders decide: about the aims of the business, which behaviors are appropriate and how are they transferred to others?

- a. We manage on a day-to-day basis according to our habits and preferences
- b. The top managers decide about the aims of our business and what personal behaviors are appropriate in order to create an excellent organization. Some leaders try to set the right example to others and support people's involvement in improvement of the work.
- c. Most leaders set the right example, and improve their leadership on the basis of the feedback. They are personally involved in improvement of the work.
- d. As in point c and additionally the leaders are actively involved in setting out the strategy for reaching our goals. Leaders check the progress regularly.

1.2. How do your leaders communicate with your customers, suppliers, partners and representatives of the community?

- a. Our leaders have no direct contact with customers, suppliers, partners and representatives of the community. If they do it is for dealing with the day-to-day management of the organization.

- b. Some leaders have contact with customers, suppliers, partners and representatives of the community during their normal work, and try to understand their needs. This information is crucial for improvement of the business.
- c. Most leaders are involved in meeting customers, suppliers, partners and representatives of the community, but often in situations outside of their normal activities. Leaders are involved in relevant professional bodies and may be involved in promoting good practices to others.
- d. As in point c and additionally the leaders are also active in recognizing individuals or teams of stakeholders outside of the company for loyalty or contribution to the organization development.

1.3. How do your leaders motivate, support and recognize your people?

- a. People receive their salaries and wages according to their contribution.
- b. Leaders tell their people about the aims of the business. Most leaders listen and respond to people constructively. They personally give recognition to people in formal and/or informal ways, e.g. "employee of the month", a simple "thanks" etc.
- c. We have set out how leaders should behave, and most communicate well and give appropriate recognition. They also give support to their people to help them achieve their own plans and targets.
- d. As in point c and additionally the leaders take training seriously and ensure that people can complete pre-booked training - it's only rarely canceled "for operational

Section 2 – Policy and strategy (planning)

2.1. How are stakeholder and other information used to set your business' direction?

- a. We mainly produce or buy in what we believe we will sell.
- b. We collect some information to help us understand the market/business we are in. We have ways to understand what our stakeholders want, and we review our own internal results to help us make sure we can deliver that.
- c. As in point b and additionally we have ways to understand what is happening in the marketplace, e.g. with our competitors and government legislation and use that information to help us.
- d. As in points b and c and additionally we regularly check that we have got all the right sources of information to allow us to plan for the future

2.2. How do you put your plans together and check that they are continually right for your business?

- a. Our plans are quite informal and tend not be written down. We review things if there has been a problem.
- b. We identify the important issues that will ensure our success and then agree the plans for the next year most likely to achieve it. We formally document our plans. our plans are achieving what we have set out to achieve and make changes if necessary
- c. As in point b and additionally we make sure that our plans are based on what our different stakeholders need. We do consider the next few years as well as just this year.
- d. As in points b and c and additionally we regularly check that reasons".

2.3. How do you communicate your aims and plans, and how are those plans put into place?

- a. We tell our people what the business is trying to achieve and what they are expected to do in their jobs.
- b. We tell our people about our aims and check that they understand them. Targets are set so that people know how they are contributing to the success of our business.
- c. We have clear ways to communicate our plans and put them into action throughout the business. We check that plans for different parts of our business do add up to what we want to achieve overall.
- d. As in point c and additionally we let stakeholders outside of the business know what we are doing. We check that the way we communicate and implement our plans is working for us.

2.4. How are your plans achieved through the way you work?

- a. We do not focus on how the way we work relates to our plans - we just get on with it as we always have.
- b. We have a set of key processes to achieve what we want. We have allocated responsibility to people to ensure that these processes work smoothly.
- c. Our key processes have been set up using our stakeholders' needs, and everyone knows their part in them. We make sure that the different parts of the business work together so that these processes work as well as possible.
- d. As in point c and additionally we check regularly that the key processes continue to remain the most important ones for the success of the business

Section 3 – Employees

3.1. How do you plan, and improve the way you manage your people?

- a. We do our best to follow legal requirements.
- b. Our overall business plan includes staffing needs. We seek feedback from our people on their views of the business, and make efforts to meet their needs.
- c. The results of feedback from people are regularly used to improve how we manage people. Unions/staff bodies are seen as valuable partners. We have succession plans so that we have some idea how key jobs will be filled in future.
- d. As in point c and additionally we use new ways of organizing ourselves to improve the way we work together, e.g. self managed teams and regularly review how we manage our people resources.

3.2. How do you improve your people's knowledge and skills?

- a. We take people on with the aim that they can do the job. They are made aware if their performance is not satisfactory.
- b. New people receive induction training, and everyone has targets linked to the business's aims. People have regular appraisals/reviews, and training plans, which include technical skills and personal development.
- c. We know exactly what work skills our people have and need to help us plan training and recruitment for future needs. The Investors In People framework is used to help us with our people management.
- d. As in point c and additionally some training for people may include things not obviously relevant to the business, but which helps them and encourages learning, e.g. languages, driving lessons etc.

3.3. How do you involve your people and delegate authority to them?

- a. People mainly do what they are employed to do. They do sometimes put forward new ideas on their own volition.
- b. There are clear guidelines setting out what people can and can't do, but with scope for them to take the initiative when trying to resolve a problem. We encourage individual and team improvement activities.
- c. We have a culture which allows people to do what they feel is necessary to get the job done. People's training helps their involvement and creativity. Jobs are covered for those working on improvements, so backlogs don't build up.
- d. As in point c and additionally people at all levels are encouraged to visit other businesses to get new ideas for us to adapt in our business

3.4. How do you communicate with one another throughout your business?

- a. We have different types of communication, which tend to be largely unplanned.
- b. We communicate in a number of ways which we know works for us. People are able to give feedback to leaders freely. We ensure that people in different parts of the business know what's going on throughout.
- c. We've asked our people about communication, and we ensure that the right message goes to the right people at the right time using their preferred method, whether up, down or across the business.
- d. As in point c and additionally we have set up ways in which good practices are shared between appropriate parts of the business.

3.5. How do you reward, recognize and care for your people?

- a. We pay the wages and try to make people aware of health and safety regulations. On occasions we thank people if they have performed well.
- b. We thank people in different ways for doing a good job, including recognition schemes and informal "thanks". Our "benefits package" includes appropriate things such as pension plans, social activities, health care, etc.
- c. We understand the needs of our people and offer things like flexible hours, transport, car parking etc, where possible. People feel valued because of our approach to recognition. Redundancy, if necessary, is managed with sensitivity.
- d. As in point c and additionally we promote a responsibility to the environment, which the business endorses through its own actions

Section 4 – Partnership and Resources

4.1. How do you manage your relationships with suppliers/partners?

- a. The selection of our suppliers is driven mainly by price or tradition.
- b. We have a purchasing policy, which helps us to select the most suitable suppliers and it covers quality as well as price.
- c. We have identified key suppliers with whom we have formed a closer working relationship, which involves some joint working.
- d. We have formal "partners" with whom we share knowledge to improve the way each of us works and adds value to our customers.

4.2. How do you manage your finances?

- a. We try to ensure that our wages & bills are paid, and that we avoid things like County Court Judgments.
- b. We have good control over our finances and manage the cash flow carefully. The costs of what we sell are understood.

- c. As in point b and additionally the need for additional funding is part of an overall plan and not normally dictated by emergencies. We evaluate any investments we intend to make.
- d. As in points b and c and additionally financial risks to the business are known and managed

4.3. How do you manage your buildings, equipment and materials?

- a. We do our best to meet Health and Safety regulations. Our premises and equipment are protected and we make repairs when necessary.
- b. Premises & equipment are kept in good order. We have records of our equipment & materials. We try to contain our usage of water, electricity etc and the amount of waste.
- c. Our equipment is regularly maintained to improve performance and extend its life. We aim to reduce our usage of electricity, water, etc and recycle as much waste as we can.
- d. As in point c and additionally we use an environmental management system (possibly registered to ISO 14001) and manage any adverse effects of our business on the community

4.4. How do you manage your technology?

- a. We use what we have already and we rely on other people from outside of the business, e.g. sales reps, to let us know if we need anything else.
- b. We try to get the most out of our existing technology and learn about new ideas from magazines/trade associations etc.
- c. As in point b and additionally we actively use technology to support improvements within the business, and job(s) exist within the business to manage all the technology that we have.
- d. As in points b and c and additionally we have a system to identify relevant new technologies, and we evaluate them to decide whether they should be used in the business.

4.5. How do you manage the information within your business?

- a. We try to keep records accurate. We do our best to comply with legislation about data and software, e.g. data protection and licensing.
- b. We "back up" and store data securely and virus checking prevents corruption of our records. All people within the business have access to the appropriate information for their job.

- c. As in point b and additionally we ensure that all information is as up to date and as accurate as possible including systems to prevent incorrect data being keyed, for example.
- d. As in points b and c and additionally we do what we can to protect all ideas and intellectual property generated in the business. We provide access to relevant information to people outside of the business.

Section 5 – Processes (and Customer Focus)

5.1. How do you manage your processes?

- a. We have not documented the way we run our business but we believe our methods work for us.
- b. We have documented all relevant processes and everyone knows what they have to do to meet our standards/targets (the system may be registered to ISO 9000 or similar). The work still gets done even when key people are absent.
- c. As in point b and additionally we've made sure that departmental/work-group boundaries do not usually create work flow problems between sections in the business.
- d. As in points b and c and additionally our processes specifically address the needs of our stakeholders.

5.2. How do you improve your processes?

- a. Most improvements/changes occur when circumstances dictate. On a few occasions ideas may be taken forward and changes made.
- b. We have ways for staff to put forward improvement ideas, and we also review our processes when we get customer complaints/comments. Changes we make are communicated to staff with relevant guidance.
- c. As in point b and additionally we have set ways to improve processes, which use information from all relevant stakeholders. The changes are tested first to ensure that they work, and our people are trained to operate them.
- d. As in points b and c and additionally we review changes after implementation to ensure that the improvements have worked.

5.3. How do you design and develop your products and services?

- a. We design and develop what we think our customers will buy. We might use comments made by customers to help us from time to time.

- b. We seek customer feedback through various ways (e.g. surveys, research, meetings) to learn what they think of our products and services, and to help us improve them.
- c. Feedback is used to improve our existing products and services and to develop new ones to satisfy future customer needs. We use various ways to bring in innovation and creativity in product and service design.
- d. As in point c and additionally we also involve our partners/suppliers in developing new products and services.

5.4. How do you produce, sell and service your products and services?

- a. We make/buy as many products and services as we think will sell. We follow legal requirements on servicing/replacing our products if problems arise.
- b. We schedule production/purchasing in line with order forecasts, and have sales plans in place. We offer replacement/refund/repair/support if problems develop during a warranty period.
- c. Marketing plans address current and potential customers, and take account of existing and new ways to deliver our products and services. Regular servicing is included as part of the product package.
- d. As in point c and additionally we regularly review our approaches to make sure they are effective and in line with our customers' preferences

5.5. How do you manage & improve your relationships with customers?

- a. Our relationships with customers extend to fulfilling orders.
- b. We have some ways we use to improve our relationships with customers, e.g. Account Managers, informal/formal reviews, customer surveys, etc.
- c. Our customer surveys include specific questions about the relationship as well as our products or services.
- d. We have well developed ways to improve our relationships with customers, which include proactive involvement e.g. working together to improve our products and services.

Section 6 – Customer results

6.1. What measures do you use to track your performance relating to your customers?

- a. Nothing structured yet - we rely on our instinct and informal feedback.
- b. We rely on some basic formal feedback, e.g. Complaints/ queries, products returned, letters of appreciation, comments about good performance, etc.

- c. We formally collect and track some feedback from our customers on a regular basis, and also track some key internal measures that help us to predict and improve customer satisfaction, e.g. error rates, repeat business, average order value etc.
- d. As in point c and additionally but we have also established what's most important for our customers and measure those specifically. We use a broad set of internal and customer perception measures to manage improvements in the business

6.2. Trends; How good is your performance for the measures identified in question 6.1?

- a. There is no or little improvement over last year.
- b. Some are better than two years ago.
- c. Many have improved over the last three years.
- d. Most show strong consistent improvements over four to five years.

6.3. How do the trends described in question 6.2 compare with your own targets/budgets and with other organizations?

- a. We have met a few targets and we have never compared our performance with any other organizations.
- b. Some results have compared well with our own targets over the last two years, and we think we are about as good as our competitors.
- c. Many results over the last 3 years have compared well with our own targets, and we have some firm evidence that we are at least as good as our main competitors.
- d. We have hit most of our demanding targets over the last 3 - 5 years, and we have clear evidence that we are about the best anywhere.

Section 7 – Employee results

7.1 What measures do you use to track your performance relating to your people?

- a. Nothing structured yet - we rely on how the atmosphere feels and some informal feedback from supervisors.
- b. We rely on some basic information, e.g. staff turnover levels, sickness and absenteeism rates, notifiable accidents, occasional staff surveys, comments made at performance appraisals or meetings, etc.
- c. We collect and track some feedback from our people on a regular basis, and also track some key internal measures that help us to predict and improve people satisfaction. We segment the results to show different levels/roles within our business.

d. As in point c and additionally but we have also established what's most important for our people and measure those specifically. We use a broad set of internal indicators and people perception measures to manage improvement.

7.2. Trends: How good is your performance for the measures identified in question 7.1?

- a. There is no or little improvement over last year.
- b. Some are better than two years ago.
- c. Many have improved over the last three years.
- d. Most show strong consistent improvements over four to five years

7.3. How do the trends described in question 7.2 compare with your own targets/budgets and with other organizations?

- a. We have met a few targets and we have never compared our performance with any other organizations.
- b. Some results have compared well with our own targets over the last two years, and we think we are about as good as our competitors.
- c. Many results over the last 3 years have compared well with our own targets, and we have some firm evidence that we are at least as good as our main competitors.
- d. We have hit most of our demanding targets over the last 3 - 5 years, and we have clear evidence that we are about the best anywhere.

Section 8 – Society results

8.1. What measures do you use to track your performance relating to society?

- a. Nothing structured yet - we try not to consciously do any harm.
- b. We rely on some basic internal measures which indicate our effect on the community, e.g. reductions in waste and utilities' usage, increases in recycling, monies raised and/or time given to charities/community activities, number of jobs created for local people, etc.
- c. We have agreed the ways in which we impact on the community, and formally collect and track internal measures about them to help us improve. We also track some informal feedback from the community about our activities.
- d. As in point c but we use formal methods to gauge community's perceptions of us, including identifying the key issues for them. We use a broad set of indicators to manage improvement

8.2. Trends: How good is your performance for the measures identified in question 8.1?

- a. There is no or little improvement over last year.
- b. Some are better than two years ago.
- c. Many have improved over the last three years.
- d. Most show strong consistent improvements over four to five years.

8.3. How do the trends described in question 8.2 compare with your own targets/budgets and with other organizations?

- a. We have met a few targets and we have never compared our performance with any other organizations.
- b. Some results have compared well with our own targets over the last two years, and we think we are about as good as our competitors.
- c. Many results over the last 3 years have compared well with our own targets, and we have some firm evidence that we are at least as good as our main competitors.
- d. We have hit most of our demanding targets over the last 3 - 5 years, and we have clear evidence that we are about the best anywhere.

Section 9 – Key performance results

9.1. What measures do you use to track your financial and other key results?

- a. We try to ensure that we remain solvent - paying the wages and avoiding County Court Judgments takes most of our time.
- b. We use basic financial measures, e.g. sales, gross and net profit, meeting budgets, debtor/creditor days, stock turn etc. We also use some non-financial measures, e.g. Machine breakdowns, product faults discovered in- house, process cycle time, market share etc.
- c. We have a comprehensive set of financial and non-financial measures that we track regularly across our direct operational activities. Results are used at all relevant levels/units within the business to understand performance and manage improvement.
- d. As in point c and additionally we measure across operational and other areas of our business, which can include time to market for new products, process improvements, asset use/performance, etc. a

9.2. Trends: How good is your performance for the measures identified in question 9.1?

- a. There is no or little improvement over last year.
- b. Some are better than two years ago.
- c. Many have improved over the last three years.

d. Most show strong consistent improvements over four to five years.

9.3. How do the trends described in question 9.2 compare with your own targets/budgets and with other organizations?

- a. We have met a few targets and we have never compared our performance with any other organizations.
- b. Some results have compared well with our own targets over the last two years, and we think we are about as good as our competitors.
- c. Many results over the last 3 years have compared well with our own targets, and we have some firm evidence that we're at least as good as our main competitors.
- d. We have hit most of our demanding targets over the last 3 - 5 years, and we have clear evidence that we are about the best anywhere.

CMT (configuration management environment)

- 1. Company size
- 2. Average percentage of employees making daily use of personal computers by organisation size
- 3. Using website
- 4. Frequency of updating on website
- 5. Internet access
- 6. Computer network infrastructure LAN
- 7. Computer network infrastructure WAN
- 8. Computer network infrastructure VPN
- 9. Type of Internet connection used
- 10. Use of ICT solutions to support work processes: Knowledge
- 11. Use of ICT solutions to support work processes: E-learning applications management
- 12. Use of ICT solutions to support work processes: ERP – Enterprise Resource Planning
- 13. Use of ICT solutions to support work processes: SCM Supply Chain Management System
- 14. Use of ICT solutions to support work processes: Collaborative design
- 15. Online source activity: make online purchase
- 16. Online source activity: Buy more than 5% of supplies online
- 17. Online source activity: Buy more than 25% of supplies online
- 18. Online source activity: Use specific ICT solution for e-procurement

19. Online sales activity: Make online sales
20. Online sales activity: Sell more than 5% of goods online
21. Online sales activity: Sell more than 25% of goods online
22. Online sales activity: Use specific ICT solutions for online marketing/sales
23. Using CRM

iv. presentation of the results

Having filled-in the questionnaire the company is given a set of its results. There are two sets of results – different for each data group.

The results concerning information and communication technologies (ICT) are given in the format of a table. For each question there appears a table with the average percentage of the companies, which have positively answered this question. The results are presented regardless of the size of the company:

- 1-9 employees
- 10-50 employees
- 50-250 employees
- over 250 employees (250+)

For other indicators (concerning productivity and quality) the value of each of them is given in the format of a diagram. The 3 columns on the diagram comply with the value of 3 following quantiles:

- First quantile (the value on the Y-axis) displays the value of the indicator, which was achieved by 25% of the benchmarked companies,
- Second quantile displays the value of the indicator, which was achieved by 50% of the benchmarked companies,
- Third quantile displays the value of the indicator, which was achieved by 75% of the benchmarked companies.

On each diagram the gray circle shows the position of the company – which quantile was achieved. The description under the diagram confirms the assignment to the specific quantile.

Due to its complexity the further analysis of the indicators values and of their impact on the business can be done by an expert, on a special request.

d. Dissemination of the results

- 26 April 2005 – presentation about possibilities of benchmarking at Warsaw University of Technology for 70 SMEs;

i. classroom based awareness

Classroom based awareness training took place on 10 June 2005 – it was a basic training on benchmarking for 17 SMEs from the Association of Motor Part Manufactures. The following companies have shown a big interest in improving their business by using benchmarking tool: MOTGUM, RADMOT, PARADOWSCY, NABOR and KAMPOL. The discussion has shown that the companies are prejudiced of making their data public (in Internet). The companies were very satisfied with the data in the questionnaire, that are based on the standard, statistical data, which are obligatoty delivered to the Statistical Office.

ii. articles

Articles promoting the e4pq project and concerning the benchmarking were published in "Innowacje" journal. The quarterly journal "innowacje" consists of 1000 hard copies and additionally has an Internet version www.gazetainnowacje.pl. This journal is disseminated among R&D units as well as SME's. The articles are available in the numbers:

No. 20 (<http://www.gazetainnowacje.pl/innowacje20/strona17.htm>),

No .21 (<http://www.gazetainnowacje.pl/innowacje21/strona7.htm#E4PQ>),

No. 23 (<http://www.gazetainnowacje.pl/innowacje23/strona9.htm>),

No. 25 (<http://www.gazetainnowacje.pl/innowacje25/strona13.htm>),

No. 27 (<http://www.gazetainnowacje.pl/innowacje27/strona18.htm>).

III. Findings and recommendations

Barriers

- SMEs are too small, too busy, too different, they very often feel that they are the best, and are afraid of losing competitive advantage by sharing the information.
- Using the business improvement tools is not very common among Polish SME's.
- Usually they have no strategic planning and they occasionally think about improvement of the productivity and quality.
- Small and medium enterprises are generally more flexible and ready for using e-productivity and quality but they usually do not possess resources (financial and human) to provide the process completely. Organisations like UNIDO may recognise what are SMEs' needs and possibilities to improve their activity. Programmes like e4pq should help SME's in increasing their competitiveness on the global market.

IV. Attachments

- **Screenshots with a real company data**
- **Detailed information concerning the database**

IV. Attachments

Screenshots with a real company data

e-PRODUCTIVITY AND QUALITY

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 - [What is Benchmarking?](#)
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Welcome to the E4PQ-Benchmarking website.

It is an unique opportunity for small and medium enterprises to increase their productivity.

Give us 30 minutes of your time and we will show you your strong and weak points.

This benchmarking tool can improve your business excellence.

Benchmarking is a systematic process of measuring one's performance against recognized leaders for the purpose of determining best practices. Benchmarking enables a continuous improvement process by the transfer of solutions from one enterprise to another. Benchmarking requires the use of metrics - quantifiable, simple, and understandable measures that can be used to compare and improve the performance. Investigation must be systematic and a high code of ethics is needed.

Enterprises may themselves provide this investigation. In this purpose they should log in on the website and after receiving the access code fill in the questionnaire. If those questionnaires allow to measure one's results in several aspects - financial, managerial and business excellence. This service is proposed for SMEs in order to convince them that the increase of their productivity and quality is needed. We also recommend to visit www.e4pq.org website.

Login

User name

Password

Remember me

Lost in Problems?
 New User? [Sign Up!](#)

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Help: What is Benchmarking?

Benchmarking is a method of improving performance in a systematic and logical way by measuring and comparing your performance against others, and then using lessons learned from the best to make targeted improvements.

Main questions:

- "Who performs better?"
- "Why are they better?"
- "What actions do we need to take in order to improve our performance?"

The main management issues are:

1. A clear understanding of what needs to be improved, and why.
2. Careful selection of who to benchmark against.
3. Clear understanding of the reasons for any difference in performance.
4. A willingness to change and adapt based on the benchmarking findings.
5. Persistence! Results will not necessarily come quickly and easily.

Benchmarking is the process of identifying, sharing, and using knowledge and best practices. Finding, studying, and implementing best practices provides the greatest opportunity for gaining a strategic, operational, and financial advantage.



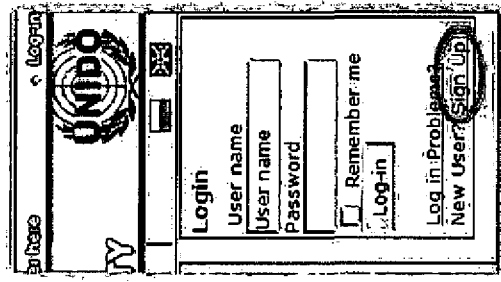
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Help: How to undergo the benchmarking?

Are you interested in benchmarking your company?
Please read tutorial below.

Step 1 - Please register.



Click 'Sign Up!' link on Main Page.

e-PRODUCTIVITY AND QUALITY

User log-in and registration

Please select an option from the menu below:

[Log-in.](#)



E-PRODUCTIVITY AND QUALITY

UitDO | UitDO POLKID | Ministry of Economy and Labour

User log-in and registration

Please select an option from the menu below:

- [log-in.](#)
- [register here](#)
- [Retrieve lost password.](#)

Click "register here" link.

New user registration

Register now! It's free!
Your personal information will not be sold or given to any other party.

User name

E-mail address

E-mail address (for verification)

(Your password will be sent to the e-mail address you enter)

Option Allow other users to view your e-mail address

I agree to be bound by this web site's Terms of use and [Privacy Policy.](#)

NOTICE: The preferences you set for your user account are stored in cookies.

Type username and your e-mail address (twice). Don't forget to check "I agree to be bound this web site's Terms of use and Privacy policy." checkbox.

Step 2 - After receiving the enter codes please give the data of the company and fill in the questionnaires.

Type username and your e-mail address (twice). Don't forget to check "I agree to be bound this web site's Terms of use and Privacy policy." checkbox.

Step 2 - After receiving the enter codes please give the data of the company and fill in the questionnaires.

Choose:
 Please fill in the company data.
 Please fill in the questionnaire.
 Questionnaire results

Legal form of activity:

Registration form:

Private person running the company (also co-owner)
 Legal entity
 Organization without legal entity

Company information

Company name _____
 Tax number _____
 Registration number _____

Click "Please fill in the company data" link and then fill your company data.

Choose:
 Please fill in the company data.
 Please fill in the questionnaire.
 Questionnaire results

Financial revenue and costs

Information about the organization

Section 1 - Identification
 Section 2 - Policy and strategy (optional)
 Section 3 - Updatings
 Section 4 - Personnel and resources
 Section 5 - Processes (and Customer Focus)
 Section 6 - Customer results
 Section 7 - Employee results
 Section 8 - Society results
 Section 9 - Key performance results

Income and financial costs Cost benefit analysis

1. Turnover: invoiced value of goods and services sold in the your Country, exclusive of Value Added Tax _____
 2. Export Turnover: invoiced value of goods and services sold outside of the your Country, exclusive of any local sales taxes. _____
 3. Pre-tax result: net trading profit or loss after deduction of operating and non operating expenses and incomes but before taxation, dividends payable, and extraordinary items. After _____

Click "Please fill in the questionnaire" link and then answer to questions on following pages.

Choose:
 Please fill in the company data

Financial revenue and costs	Information about the organization	Section 1 - Leadership	Section 2 - Policy and Strategy (Planning)	Section 3 - Employment
Section 4 - Processes and Resources	Section 6 - Customer Results	Section 7 - Employees Results	Section 8 - Social Results	Section 9 - Key performance results

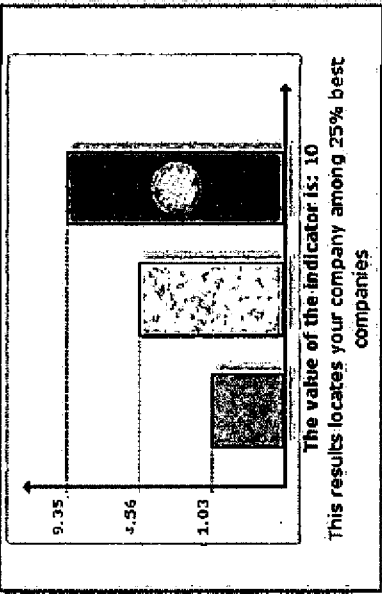
Financial revenue and costs
Income and financial costs Cost benefit analysis

1. Turnover: invoiced value of goods and services sold in the your Country, exclusive of Value Added Tax
2. Export Turnover: invoiced value of goods and services sold outside of the your Country, exclusive of any local sales taxes
3. Pre-tax result: net trading profit or loss after deduction of operating and non operating expenses and incomes but before taxation, dividends payable and extraordinary items. After

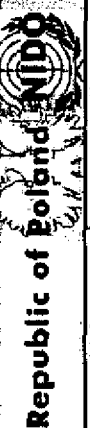
Click "Please fill in the questionnaire" link and then answer to questions on following pages.

Choose:
 Please fill in the company data
 Please fill in the questionnaire
 Questionnaire results

Pre tax profit / turnover (%) - this is the profit before tax expressed as a percentage of turnover. It is an indicator of profitability and growth and provides a useful comparison for how well the costs have been controlled.



After answering all questions click "Questionnaire results" link and compare your result among other companies.



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User name

User name:

Password:

Remember me:

Wyszukaj Multimedialne

UNIDO

Republic of Poland

UNIDO POLAND

Ministry of Economy

Choose:
 Please fill in the company data
 Please fill in the questionnaire
 Questionnaire results
 List of companies
 Change indicator values

CONTACT WITH EXPERT

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Welcome,
 Please fill up company data first before filling up questionnaire

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Choose:
Please fill in the company data
Please fill in the questionnaire
Questionnaire results
List of companies
Change indicator values

Financial revenue and costs	Management data	Information about the organization	Section 1 - Leadership	Section 2 - Policy and strategy (planning)
Section 3 - Employees	Section 4 - Partnership and Resources	Section 5 - Processes (and Customer Focus)	Section 6 - Customer results	Section 7 - Employee results
Section 8 - Society results	Section 9 - Key performance results	CMI		

Information about the organization

69. What are your main products and services?

70. Outline your main customers (direct and end-user)

71. What market are you in? (e.g. Automotive)

72. Who do you regard as your leader? (e.g. Managing Director, top managers, certain specialists)

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Choose:

Please fill in the company data
Please fill in the questionnaire
[Questionnaire results](#)

[List of companies](#)
[Change indicator values](#)

Lp.	Company name	Login	questionnaire fill percent	Actions
1	asdasdasdasd	kian2	2%	Company data Show questionnaire Show results
2	Klan	kian	100%	Company data Show questionnaire Show results
3	Admin	Admin	2%	Company data Show questionnaire Show results
4	OTT	fm	82%	Company data Show questionnaire Show results
5	Unido	evaluator	0%	Company data Show questionnaire Show results



Republic of Poland

UNIDO

Choose:

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Please fill in the company data
Please fill in the questionnaire
Questionnaire results
List of companies
Change indicator values

Registration form:

Private person running the company (also co-owner)
 Legal entity
 Organization without legal entity

Legal form of activity:

Company information

Company name:
 Tax number:
 Registration number:
 National register number:
 Activity number:
 Address:
 Telephone number:
 Fax number:
 E-mail address:
 Website:

Contact person

Name:
 Surname:
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e-PRODUCTIVITY AND QUALITY

Ministry of Economy

UNIDO UNIDO POLAND

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Financial revenue and costs

Income and financial costs Cost benefit analysis

1. Turnover: invoiced value of goods and services sold in the your Country, exclusive of Value Added Tax
2. Export Turnover: Invoiced value of goods and services sold outside of the your Country, exclusive of any local sales taxes
3. Pre-tax result: net trading profit or loss after deduction of operating and non operating expenses and incomes but before taxation, dividends payable, and extraordinary items. (After deducting an allowance for proprietors & partners salaries for unincorporated businesses only); NOT limited companies
4. Net income from export sale
5. Cost of bought-in materials and services: cost of all bought-in materials and services which are directly required for the creation of the finished product or service. Direct and indirect overheads are excluded from the definition
6. Net income from goods and materials sale
7. Net income from goods and materials export sale
8. Value of sold goods and materials
9. Profit from sale
10. Interest payable: all gross interest payable in respect of loans and overdrafts
11. Depreciation charge: measure of the wearing out/reduction in the useful economic lives of tangible fixed assets, arising from use or obsolescence occurring during the accounting period
12. Cost of used material and energy
13. Cost of used energy
14. Cost of used water
15. Value of purchased materials and services
16. Employee wages and salaries: aggregate payroll costs (including all monetary bonuses) in respect of permanent employees, excluding directors. The definition also excludes employers' national insurance costs, pension scheme costs, and other non-monetary benefits in kind such as company cars
17. Permanent employees wage and salary

18. Research and development expenditure: total amount charged to the profit and loss account (including materials, labour and attributed overheads) in respect of research and development activity	
19. Training expenditure: all direct costs related to training, including course fees, seminars, vocational study, internal trainers' salaries, and training equipment. The definition excludes the wages and salaries of the trainees	
20. Marketing expenditure: all direct marketing costs incurred by the marketing department including the costs of producing marketing materials, advertising, other media and market research. The definition excludes direct sales costs	
21. Taxes and charges	
<i>Financial Capital</i>	
22. Tangible fixed assets: net book value of all tangible fixed assets including property, plant and equipment, motor vehicles and assets in the course of construction	
23. Capital investment: total capitalised additions during the year in respect of plant and equipment	
24. Stock: value of raw materials, work-in-progress (net of payments on account where applicable) and finished goods and services	
25. Trade debtors: amount of money owed by customers to the business for goods and services sold, net of any bad debt provisions	
26. Cash at bank and in hand: all cash held in bank accounts (or other financial institutions) and in hand. Overdrafts and loans are excluded from the definition and entered at zero value	
27. Total assets: all fixed assets (including intangibles, such as goodwill, brands, tangibles and investments) and all current assets (including stock, total debtors, investments and cash)	
28. Trade creditors: amount of money owed by the business to suppliers for goods and services purchased	
29. Short term loans: overdrafts plus the element of any other loans, finance lease or hire purchase agreements which are due within one year of the last balance sheet date	
30. Other current liabilities: all liabilities of the business which are due within one year of the last balance sheet date, other than short term loans and trade creditors	
31. Long term loans: element of all loans, debt, finance lease or hire purchase payments which is due after one year of the last balance sheet date	
32. Other long term liabilities: all liabilities of the business which are due more than one year after the last balance sheet date, other than long term loans	
33. Shareholder's funds: total of all share capital and reserves of the business. For unincorporated businesses, this is capital introduced plus profit/loss balances, less drawings	
34. Pre-tax profit	
35. Total real property	
36. Turnover property	
37. Total assets	
38. Total capital	
39. Own capital	
40. Constant capital	
41. Liabilities and liabilities reserve	
42. Short term liabilities	
43. Communication in/outside the organization	

C/a
C/b
C/c
C/d

- a. we use traditional methods fax, telephone etc
- b. we use E-mail
- c. we use E-mail and we have website
- d. as in points a, b, c and additionally we use Internet and other advanced communication technologies (like Internet shops, developed applications on web etc.)

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1.1. How do your leaders decide: about the aims of the business, which behaviors are appropriate and how are they transferred to others?

- Section 1 - Leadership
- We manage on a day-to-day basis according to our habits and preferences
 - The top managers decide about the aims of our business and what personal behaviors are appropriate in order to create an excellent organization. Some leaders try to set the right example to others and support people's involvement in improvement of the work.
 - Most leaders set the right example, and improve their leadership on the basis of the feedback. They are personally involved in improvement of the work.
 - As in point c and additionally the leaders are actively involved in setting out the strategy for reaching our goals. Leaders check the progress regularly.
- a
 b
 c
 d

1.2. How do your leaders communicate with your customers, suppliers, partners and representatives of the community?

- Our leaders have no direct contact with customers, suppliers, partners and representatives of the community. If they do it is for dealing with the day-to-day management of the organization.
 - Some leaders have contact with customers, suppliers, partners and representatives of the community during their normal work, and try to understand their needs. The information is crucial for improvement of the business.
 - Most leaders are involved in meeting customers, suppliers, partners and representatives of the community, but often in situations outside of their normal activities. Leaders are involved in relevant professional bodies and may be involved in promoting good practices to others.
 - As in point c and additionally the leaders are also active in recognizing individuals or teams of stakeholders outside of the company for loyalty or contribution to the organization development.
- a
 b
 c
 d

1.3. How do your leaders motivate, support and recognize your people?

- People receive their salaries and wages according to their contribution.
 - Leaders tell their people about the aims of the business. Most leaders listen and respond to people constructively. They personally give recognition to people in formal and/or informal ways, e.g. "employees of the month", a simple "thanks" etc.
 - We have set out how leaders should behave, and most communicate well and give appropriate recognition. They also give support to their people to help them achieve their own plans and targets.
 - As in point c and additionally the leaders take training seriously and ensure that people can complete pre-booked training - it's only rarely canceled "for operational reasons".
- a
 b
 c
 d

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Management data

Customer satisfaction

44. No. of customers: those customers who have placed orders with the organization last year

45. No. of orders: received last year. In the case of multiple call off or blanket orders, count the number of invoices raised or transactions

46. No. of orders not delivered when promised: not delivered against their quoted delivery dates or times

47. No. of customer complaints: recorded complaints received last year

48. Order value of customer complaints: order value of the recorded complaints

49. Orders failed before delivery: number of orders for products and/or services which do not meet specified standards of work and were failed before delivery to customers last year

50. Orders rejected by customer: number of orders for which the products and/or services do not meet specified standards of work and are rejected by the customer after receipt during the specified warranty period

Product and/or service innovation

51. Turnover from new products/services: turnover generated from new products or services launched in the last year. It does not include minor modifications to existing products or services

52. Turnover from new market segments: turnover generated from new market segments entered within the last year. This may include, for example, entry into a new business area, or new applications for the product or service. They must be new business areas that have been formally developed by the organization as the result of strategic decisions taken

53. Turnover from new geographical markets: turnover generated from new geographical markets (UK and Overseas) in the last year. They must be geographical markets that have been formally developed by the organization as the result of strategic decisions taken

54. No. of new customers: total number of new customers supplied to during the last year

Suppliers

55. No. of suppliers: number of trade suppliers used for direct production purposes, or service provision to customers, during the last year. Suppliers for indirect goods and services e.g. stationary for administration, are excluded

56. Value of supplies delivered on time: annual value of supplies delivered to agreed schedules

57. Value of supplies rejected at delivery: annual value of supplies which did not meet the specified standard and are rejected on delivery or during the agreed warranty period

People management

58. No. of employees: the average number of employees during the accounting year. Each employee to be calculated as a full time equivalent (FTE). For example, two part-timers employed 50% of the week each count as one FTE. Temporary or seasonal staff on a contract of greater than six months are to be treated as permanent employees

59. No. of managers: number of people who have responsibility for managing other people

60. No. of management levels: number of management levels including first line supervisors and directors

61. Total number of people days training per year: total annual number of days training including induction provided in the work area and in the classroom, externally and internally

62. No. of new employees: total number of new people who joined the organization in the last financial year

63. No. of graduates: number of people who have a higher diploma, degree, masters, doctorate qualification or professional chartered qualification of a similar level. It includes all graduates, not just new starters

64. Employees directly involved in service/product provision: those people who directly contribute to the operation and delivery of the product or service

People attrition

65. No. of leavers: total number of people who left the organization in the last year? voluntarily, retirement etc. It excludes seasonal and temporary staff

66. No. of leavers within 6 months: total number of people who left the organization in the last year within 6 months of their start date. It excludes seasonal and temporary staff

67. Absenteeism rate (number of days): total number of days lost in the last year, due to any cause, excluding annual leave, public holidays and statutory entitlements

68. No. of accidents/incidents: no. of accidents/incidents reported in the Health & Safety Record Book during the last year

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Section 2 - Policy and strategy (planning)

2.1. How are stakeholder and other information used to set your business' direction?

a. We mainly produce or buy in what we believe we will sell.
 b. We collect some information to help us understand the market/business we are in. We have ways to understand what our stakeholders want, and we review our own internal results to help us make sure we can deliver that.
 c. As in point b and additionally we have ways to understand what is happening in the marketplace, e.g. with our competitors and government legislation and use that information to help us.
 d. As in points b and c and additionally we regularly check that we have got all the right sources of information to allow us to plan for the future.

a
 b
 c
 d

2.2. How do you put your plans together and check that they are continually right for your business?

a. Our plans are quite informal and tend not to be written down. We review things if there has been a problem.
 b. We identify the important issues that will ensure our success and then agree the plans for the next year most likely to achieve it. We formally document our plans.
 c. As in point b and additionally we make sure that our plans are based on what our different stakeholders need. We do consider the next few years as well as just this year.
 d. As in points b and c and additionally we regularly check that our plans are achieving what we have set out to achieve and make changes if necessary.

a
 b
 c
 d

2.3. How do you communicate your aims and plans, and how are those plans put into place?

a. We tell our people what the business is trying to achieve and what they are expected to do in their jobs.
 b. We tell our people about our aims and check that they understand them. Targets are set so that people know how they are contributing to the success of our business.
 c. We have clear ways to communicate our plans and put them into action throughout the business. We check that plans for different parts of our business do add up to what we want to achieve overall.
 d. As in point c and additionally we let stakeholders outside of the business know what we are doing. We check that the way we communicate and implement our plans is working for us.

a
 b
 c
 d

2.4. How are your plans achieved through the way you work?

a. We do not focus on how the way we work relates to our plans - we just get on with it as we always have.
 b. We have a set of key processes to achieve what we want. We have allocated responsibility to people to ensure that these processes work smoothly.
 c. Our key processes have been set up using our stakeholders' needs, and everyone knows their part in them. We make sure that the different parts of the business work together so that these processes work as well as possible.
 d. As in point c and additionally we check regularly that the key processes continue to remain the most important ones for the success of the business.

a
 b
 c
 d

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Section 3 - Employees				
3.1. How do you plan, and improve the way you manage your people?				
<p>a. We do our best to follow legal requirements.</p> <p>b. Our overall business plan includes staffing needs. We seek feedback from our people on their views of the business, and make efforts to meet their needs.</p> <p>c. The results of feedback from people are regularly used to improve how we manage people. Unions/staff bodies are seen as valuable partners. We have succession plans so that we have some idea how key jobs will be filled in future.</p> <p>d. As in point c and additionally we use new ways of organizing ourselves to improve the way we work together, e.g. self managed teams and regularly review how we manage our people resources.</p> <p style="text-align: right;">C.a C.b C.c C.d</p>				
3.2. How do you improve your people's knowledge and skills?				
<p>a. We take people on with the aim that they can do the job. They are made aware if their performance is not satisfactory.</p> <p>b. New people receive induction training, and everyone has targets linked to the business's aims. People have regular appraisals/reviews, and training plans, which include technical skills and personal development.</p> <p>c. We know exactly what work skills our people have and need to help us plan training and recruitment for future needs. The Investors In People framework is used to help us with our people management.</p> <p>d. As in point c and additionally some training for people may include things not obviously relevant to the business, but which helps them and encourages learning, e.g. languages, driving lessons etc.</p> <p style="text-align: right;">C.a C.b C.c C.d</p>				
3.3. How do you involve your people and delegate authority to them?				
<p>a. People mainly do what they are employed to do. They do sometimes put forward new ideas on their own volition.</p> <p>b. There are clear guidelines setting out what people can and can't do, but with scope for them to take the initiative when trying to resolve a problem. We encourage individual and team improvement activities.</p> <p>c. We have a culture which allows people to do what they feel is necessary to get the job done. People's training helps their involvement and creativity. Jobs are covered for those working on improvements, so backlogs don't build up.</p> <p>d. As in point c and additionally people at all levels are encouraged to visit other businesses to get new ideas for us to adapt in our business.</p> <p style="text-align: right;">C.a C.b C.c C.d</p>				
3.4. How do you communicate with one another throughout your business?				
<p>a. We have different types of communication, which tend to be largely unplanned.</p> <p>b. We communicate in a number of ways which we know works for us. People are able to give feedback to leaders freely. We ensure that people in different parts of the business know what's going on throughout.</p> <p>c. We've asked our people about communication, and we ensure that the right message goes to the right people at the right time using their preferred method, whether up, down or across the business.</p> <p>d. As in point c and additionally we have set up ways in which good practices are shared between appropriate parts of the business.</p> <p style="text-align: right;">C.a C.b C.c C.d</p>				

Section 5 - Processes (and Customer Focus)

5.1. How do you manage your processes?

- a. We have not documented the way we run our business but we believe our methods work for us.
- b. We have documented all relevant processes and everyone knows what they have to do to meet our standards/targets (the system may be registered to ISO 9000 or similar). The work still gets done even when key people are absent.
- c. As in point b and additionally we've made sure that departmental/work-group boundaries do not usually create work flow problems between sections in the business.
- d. As in points b and c and additionally our processes specifically address the needs of our stakeholders.

- a
- b
- c
- d

5.2. How do you improve your processes?

- a. Most improvements/changes occur when circumstances dictate. On a few occasions ideas may be taken forward and changes made.
- b. We have ways for staff to put forward improvement ideas, and we also review our processes when we get customer complaints/comments. Changes we make are communicated to staff with relevant guidance.
- c. As in point b and additionally we have set ways to improve processes, which use information from all relevant stakeholders. The changes are tested first to ensure that they work, and our people are trained to operate them.
- d. As in points b and c and additionally we review changes after implementation to ensure that the improvements have worked.

- a
- b
- c
- d

5.3. How do you design and develop your products and services?

- a. We design and develop what we think our customers will buy. We might use comments made by customers to help us from time to time.
- b. We seek customer feedback through various ways (e.g. surveys, research, meetings) to learn what they think of our products and services, and to help us improve them.
- c. Feedback is used to improve our existing products and services and to develop new ones to satisfy future customer needs. We use various ways to bring in innovation and creativity in product and service design.
- d. As in point c and additionally we also involve our partners/suppliers in developing new products and services.

- a
- b
- c
- d

5.4. How do you produce, sell and service your products and services?

- a. We make/buy as many products and services as we think will sell. We follow legal requirements on servicing/replacing our products if problems arise.
- b. We schedule production/purchasing in line with order forecasts, and have sales plans in place. We offer replacement/return/repair/support if problems develop during a warranty period.
- c. Marketing plans address current and potential customers, and take account of existing and new ways to deliver our products and services. Regular servicing is included as part of the product package.
- d. As in point c and additionally we regularly review our approaches to make sure they are effective and in line with our customers' preferences.

- a
- b
- c
- d

5.5. How do you manage & improve your relationships with customers?

- a. Our relationships with customers extend to fulfilling orders.
- b. We have some ways we use to improve our relationships with customers, e.g. Account Managers, informal/formal reviews, customer surveys, etc.
- c. Our customer surveys include specific questions about the relationship as well as our products or services.
- d. We have well developed ways to improve our relationships with customers, which include proactive involvement e.g. working together to improve our products and services.

- a
- b
- c
- d

Send

Section 4 - Partnership and Resources

4.1. How do you manage your relationships with suppliers/partners?

- a. The selection of our suppliers is driven mainly by price or tradition.
- b. We have a purchasing policy, which helps us to select the most suitable suppliers and it covers quality as well as price.
- c. We have identified key suppliers with whom we have formed a closer working relationship, which involves some joint working.
- d. We have formal "partners" with whom we share knowledge to improve the way each of us works and adds value to our customers.

- a
- b
- c
- d

4.2. How do you manage your finances?

- a. We try to ensure that our wages & bills are paid, and that we avoid things like County Court Judgments.
- b. We have good control over our finances and manage the cash flow carefully. The costs of what we sell are understood.
- c. As in point b and additionally the need for additional funding is part of an overall plan and not normally dictated by emergencies. We evaluate any investments we intend to make.
- d. As in points b and c and additionally financial risks to the business are known and managed.

- a
- b
- c
- d

4.3. How do you manage your buildings, equipment and materials?

- a. We do our best to meet Health and Safety regulations. Our premises and equipment are protected and we make repairs when necessary.
- b. Premises & equipment are kept in good order. We have records of our equipment & materials. We try to contain our usage of water, electricity etc and the amount of waste.
- c. Our equipment is regularly maintained to improve performance and extend its life. We aim to reduce our usage of electricity, water, etc and recycle as much waste as we can.
- d. As in point c and additionally we use an environmental management system (possibly registered to ISO 14001) and manage any adverse effects of our business on the community.

- a
- b
- c
- d

4.4. How do you manage your technology?

- a. We use what we have already and we rely on other people from outside of the business, e.g. sales reps, to let us know if we need anything else.
- b. We try to get the most out of our existing technology and learn about new ideas from magazines/trade associations etc.
- c. As in point b and additionally we actively use technology to support improvements within the business, and job(s) exist within the business to manage all the technology that we have.
- d. As in points b and c and additionally we have a system to identify relevant new technologies, and we evaluate them to decide whether they should be used in the business.

- a
- b
- c
- d

4.5. How do you manage the information within your business?

- a. We try to keep records accurate. We do our best to comply with legislation about data and software, e.g. data protection and licensing.
- b. We "back-up" and store data securely and virus checking prevents corruption of our records. All people within the business have access to the appropriate information for their job.
- c. As in point b and additionally we ensure that all information is as up to date and as accurate as possible including systems to prevent incorrect data being keyed, for example.
- d. As in points b and c and additionally we do what we can to protect all ideas and intellectual property generated in the business. We provide access to relevant information to people outside of the business.

- a
- b
- c
- d

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Section 7 - Employee results

7.1. What measures do you use to track your performance relating to your people?

a. Nothing structured yet - we rely on how the atmosphere feels and some informal feedback from supervisors.
 b. We rely on some basic information, e.g. staff turnover levels, sickness and absenteeism rates, notifiable accidents, occasional staff surveys, comments made at performance appraisals or meetings, etc.
 c. We collect and track some feedback from our people on a regular basis, and also track some key internal measures that help us to predict and improve people satisfaction. We segment the results to show different levels/roles within our business.
 d. As in point c and additionally but we have also established what's most important for our people and measure those specifically. We use a broad set of internal indicators and people perception measures to manage improvement.

C.a
 C.b
 C.c
 C.d

7.2. Trends; How good is your performance for the measures identified in question 7.1?

a. There is no or little improvement over last year.
 b. Some are better than two years ago.
 c. Many have improved over the last three years.
 d. Most show strong consistent improvements over four to five years.

C.a
 C.b
 C.c
 C.d

7.3. How do the trends described in question 7.2 compare with your own targets/budgets and with other organizations?

a. We have met a few targets and we have never compared our performance with any other organizations.
 b. Some results have compared well with our own targets over the last two years, and we think we are about as good as our competitors.
 c. Many results over the last 3 years have compared well with our own targets, and we have some firm evidence that we are at least as good as our main competitors.
 d. We have hit most of our demanding targets over the last 3 - 5 years, and we have clear evidence that we are about the best anywhere.

C.a
 C.b
 C.c
 C.d

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Section 6 - Customer results

6.1. What measures do you use to track your performance relating to your customers?

- Nothing structured yet - we rely on our instinct and informal feedback.
- We rely on some basic formal feedback, e.g. Complaints/ queries, products returned, letters of appreciation, comments about good performance, etc.
- We formally collect and track some feedback from our customers on a regular basis, and also track some key internal measures that help us to predict and improve customer satisfaction, e.g. error rates, repeat business, average order value etc.
- As in point c and additionally but we have also established what's most important for our customers and measure those specifically. We use a broad set of internal and customer perception measures to manage improvements in the business.

6.2. Trends; How good is your performance for the measures identified in question 6.1?

- There is no or little improvement over last year.
- Some are better than two years ago.
- Many have improved over the last three years.
- Most show strong consistent improvements over four to five years.

6.3. How do the trends described in question 6.2 compare with your own targets/budgets and with other organizations?

- We have met a few targets and we have never compared our performance with any other organizations.
- Some results have compared well with our own targets over the last two years, and we think we are about as good as our competitors.
- Many results over the last 3 years have compared well with our own targets, and we have some firm evidence that we are at least as good as our main competitors.
- We have hit most of our demanding targets over the last 3 - 5 years, and we have clear evidence that we are about the best anywhere.

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Section 8 - Society results

8.1. What measures do you use to track your performance relating to society?

- a. Nothing structured yet - we try not to consciously do any harm.
- b. We rely on some basic internal measures which indicate our effect on the community, e.g. reductions in waste and utilities' usage, increases in recycling, monies raised and/or time given to charities/community activities, number of jobs created for local people, etc.
- c. We have agreed the ways in which we impact on the community, and formally collect and track internal measures about them to help us improve. We also track some informal feedback from the community about our activities.
- d. As in point c but we use formal methods to gauge community's perceptions of us, including identifying the key issues for them. We use a broad set of indicators to manage improvement.

8.2. Trends; How good is your performance for the measures identified in question 8.1?

- a. There is no or little improvement over last year.
- b. Some are better than two years ago.
- c. Many have improved over the last three years.
- d. Most show strong consistent improvements over four to five years.

8.3. How do the trends described in question 8.2 compare with your own targets/budgets and with other organizations?

- a. We have met a few targets and we have never compared our performance with any other organizations.
- b. Some results have compared well with our own targets over the last two years, and we think we are about as good as our competitors.
- c. Many results over the last 3 years have compared well with our own targets, and we have some firm evidence that we are at least as good as our main competitors.
- d. We have hit most of our demanding targets over the last 3 - 5 years, and we have clear evidence that we are about the best anywhere.

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Financial revenue and costs	Management data	Information about the organization	Section 1 - Leadership	Section 2 - Policy and strategy (optional)
Section 3 - Employees	Section 4 - Partnership and Resources	Section 5 - Processes (and Customer Focus)	Section 6 - Customer results	Section 7 - Employee results
Section 8 - Society results	Section 9 - Key performance results	CMI		

Section 9 - Key performance results

9.1. What measures do you use to track your financial and other key results?

- We try to ensure that we remain solvent - paying the wages and avoiding County Court Judgments takes most of our time.
- We use basic financial measures, e.g. sales, gross and net profit, meeting budgets, debtor/creditor days, stock turn etc. We also use some non-financial measures, e.g. Machine breakdowns, product faults discovered in-house, process cycle time, market share etc.
- We have a comprehensive set of financial and non-financial measures that we track regularly across our direct operational activities. Results are used at all relevant levels/units within the business to understand performance and manage improvement.
- As in point c. and additionally we measure across operational and other areas of our business, which can include time to market for new products, process improvements, asset use/performance, etc. a

9.2. Trends; How good is your performance for the measures identified in question 9.1?

- There is no or little improvement over last year.
- Some are better than two years ago.
- Many have improved over the last three years.
- Most show strong consistent improvements over four to five years.

9.3. How do the trends described in question 9.2 compare with your own targets/budgets and with other organizations?

- We have met a few targets and we have never compared our performance with any other organizations.
- Some results have compared well with our own targets over the last two years, and we think we are about as good as our competitors.
- Many results over the last 3 years have compared well with our own targets, and we have some firm evidence that we're at least as good as our main competitors.
- We have hit most of our demanding targets over the last 3 - 5 years, and we have clear evidence that we are about the best anywhere.

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organization
 Section 4 - Partnership and Resources
 Section 5 - Processes (and Customer Focus)
 Section 6 - Customer results
 Section 7 - Employee results
 CMT

Section 3 - Employees
 Section 8 - Society results
 CMT

1. Company size
 CMT

- 1-9 employee
- 10-49
- 50-249
- 250+

2. Average percentage of employees making daily use of personal computers by organisation size.
 CMT

- 1-9 employee
- 10-49
- 50-249
- 250+

3. Using website
 CMT

- no
- yes
- Never
- On ad hoc basis
- Occasionally
- Quite often
- Frequently
- Constantly

4. Frequency of updating on website:
 CMT

- no
- yes

5. Internet access
 CMT

- no
- yes

6. Computer network infrastructure LAN
 CMT

- no
- yes

7. Computer network infrastructure WAN
 CMT

- no
- yes

8. Computer network infrastructure VPN
 CMT

- no
- yes

9. Type of Internet connection used:
 CMT

- Dial-up modem
- Area connected with <2 Mbit/s
- Area connected with > 2 Mbit/s
- Can remotely access the computer system
- Plan to implement remote access technology

10. Use of ICT solutions to support work processes: Knowledge management
 CMT

- no
- yes

11. Use of ICT solutions to support work processes: E-learning applications
 CMT

- no
- yes

internet

7. Computer network infrastructure WAN

yes
 no
 yes

8. Computer network infrastructure VPN

Dial-up modem
 Area connected with <2 Mbit/s
 Area connected with > 2 Mbit/s
 Can remotely access the computer system
 Plan to implement remote access technology

9. Type of Internet connection used:

10. Use of ICT solutions to support work processes: Knowledge management

11. Use of ICT solutions to support work processes: E-learning applications

12. Use of ICT solutions to support work processes: ERP - Enterprise Resource Planning

13. Use of ICT solutions to support work processes: SCM Supply Chain Management System

14. Use of ICT solutions to support work processes: Collaborative design

15. Online source activity: make online purchase

16. Online source activity: Buy more that 5% of supplies online

17. Online source activity: Buy more that 25% of supplies online

18. Online source activity: Use specific ICT solution for e-procurement

19. Online sales activity: Make online sales

20. Online sales activity: Sell more that 5% of goods online

21. Online sales activity: Sell more that 25% of goods online

22. Online sales activity: Use specific ICT solutions for online marketing/sales

23. Using CRM

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Indicator name	Level 1	Level 2	Level 3
Return on capital employee (ROCE, %)	3.1	14	32.7
Stock turn (#)	8.2	13.6	26
Orders not delivered on time (%)	18.3	7.8	2
Orders rejected during warranty (%)	2.52	1	0.4
Complaints per customer (%)	1	0.3	0.1
Pre tax profit / turnover (%)	1.03	4.56	9.35
Acid test (short term assets / current liabilities)	0.91	1.23	1.82
Interest cover (#)	0.4	2.98	13.22
Complaints per order (%)	4	1.73	0.67
Early leavers / total employees (%)	12	8	4
Accidents per employee (#)	0.38	0.19	0.07
Training expenditure / turnover (%)	0.1	0.2	0.6
Training expenditure per employees (€)	68	150	291
Debtor days (days)	92.6	75.7	59.5
Creditor payment days (days)	76.2	51.9	34.5
Mis Sales turnover / employee	40000	50000	70000
Pre tax profit per employee (€)	800	2000	6000
Directs to indirects (#)	1	1.3	1.8
Cash in bank / turnover (%)	0.8	4	10
Number of employees per manager (#)	6	8	12
New employees / total employees (%)	24	15	7
Sub standard supplies (%)	3.5	1.5	1
Supplies delivered on time (%)	75	85	90
Value of supplies per supplier (€)	1000	10000	80000

- Detailed information concerning the database

Files on attached CD:

e4pq-benchmarking.tar.gz – compressed files
 benchmarking.sql.bz2 – PostNuke database script
 benchmarking1.sql.bz2 – “Ankieta” database script

Database contains 11 tables:

Firma – contains company data
 FormaPrawna – legal form of activity
 Numer – contains company numbers (NIP, REGON, KRS etc)
 TypNumer – dictionary containing types of company numbers
 Osoba – personal data
 Ankieta – Inquiry data
 Odpowiedz – answers
 Pytania – questions
 Sekcja – section of questions and quantities
 Kwantyly – quantities
 WartoscPytanie – answers in section CMT

Detailed tables description.

Table Firma		
Name	Type	Description
uid	int	Unique row id
IdFirma	int	Unique company id
IdUser	int	PostNuke system user id.
Nazwa	varchar(100))	Company name
Login	varchar(100))	User login name
IdFormaPrawna	int	Legal form id
Adres	varchar(100))	Company address
Telefon	varchar(100))	Phone no
Faks	varchar(100))	Fax no
Email	varchar(100))	E-mail address
WWW	varchar(100))	Company website
DataRejestracji	date	Inquiry data
Widocznosc	int	0 – row containing historical data

Table Firma		
		1 – row containing actual data

Table FormaPrawna		
Name	Type	Description
IdFormaPrawna	<i>int</i>	Unique legal form id
Wartosc	<i>varchar(100)</i>	Legal form name

Table Numer		
Name	Type	Description
uid	<i>int</i>	Unique row identifier
IdNumer	<i>int</i>	Number unique id
IdTypNumer	<i>int</i>	Type number id
IdFirma	<i>int</i>	Company id
Wartosc	<i>varchar(100)</i>	Number
Widocznosc	<i>int</i>	0 – row containing historical data 1 – row containing actual data

Table TypNumer		
Name	Type	Description
IdTypNumer	<i>int</i>	Unique type of number id
Wartosc	<i>varchar(100)</i>	Type of number name

Table Osoba		
Name	Type	Description
uid	<i>int</i>	Unique row identifier
IdOsoba	<i>int</i>	Unique person id
IdFirma	<i>int</i>	Company id
Imie	<i>varchar(100)</i>	Forename
Nazwisko	<i>varchar(100)</i>	Surname
Stanowisko	<i>varchar(100)</i>	Position
Telefon	<i>varchar(100)</i>	Phone no

Table Osoba		
)	
Faks	<i>varchar(100)</i>	Fax no
Email	<i>varchar(100)</i>	E-mail
Widocznosc	<i>int</i>	0 – row containing historical data 1 – row containing actual data

Table Ankieta		
Name	Type	Description
uid	<i>int</i>	Unique row identifier
IdAnkieta	<i>int</i>	Inquiry unique id
IdFirma	<i>int</i>	Company id
IdOsoba	<i>int</i>	Person id
Data	<i>datetime</i>	Inquiry creation time
Widocznosc	<i>int</i>	0 – row containing historical data 1 – row containing actual data

Table Pytanie		
Name	Type	Description
uid	<i>int</i>	Unique row identifier
IdPytanie	<i>int</i>	Unique question id
Pytanie	<i>text</i>	Question
TypPytanie	<i>int</i>	Question type: 0 – Simple text 1 – Long text 2 – Choose one 3 – Number 22 – 2 answers 23 – 3 answers 24 – 4 answers 25 – 5 answers 26 – 6 answers
IdSekcja	<i>int</i>	Section id

Table Sekcja		
Name	Type	Description
uid	<i>int</i>	Unique row identifier
IdSekcja	<i>int</i>	Unique section id

Table Sekcja		
Sekcja	<i>varchar(255)</i>	Section name
TypSekcja	<i>int</i>	Section type: 1 – questions section 2 – quantities section

Table Odpowiedz		
Name	Type	Description
uid	<i>int</i>	Unique row identificator
IdAnkieta	<i>int</i>	Inquiry id
IdPytanie	<i>int</i>	Question id
Odpowiedz	<i>text</i>	Answer

Table Kwantyl		
Name	Type	Description
uid	<i>int</i>	Unique row identificator
IdKwantyl	<i>int</i>	Quantity id
Nazwa	<i>text</i>	Name
Kwantyl1	<i>float</i>	First threshold
Kwantyl2	<i>float</i>	Second threshold
Kwantyl3	<i>float</i>	Third threshold
Opis	<i>text</i>	Quantity description
Wzor	<i>text</i>	quantity formula (in PHP)
IdSekcja	<i>int</i>	Section id
Kolejnosc	<i>int</i>	quantity section order

Table WartoscPytanie		
Name	Type	Description
uid	<i>int</i>	Unique row identificator
IdWartoscPytanie	<i>int</i>	Unique id
IdPytanie	<i>int</i>	Question id
Odpowiedz	<i>text</i>	Answer
Nazwa	<i>text</i>	Answer description
Wartosc	<i>text</i>	Value connected with this answer

