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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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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 reengineering 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
- 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 monitore 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,
- 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 <u>www.e4pq-benchmarking.org</u> 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

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 loging-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 tree 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 dived 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
- 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
- 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 devided 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. <u>Trends</u>; 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 Planing
- 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

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 apeares 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 indocators (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 commpanies,
- Second quantile displays the value of the indicator, which was achieved by 50% of the benchmarked commpanies,
- Third quantile displays the value of the indicator, which was achieved by 75% of the benchmarked commpanies.

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

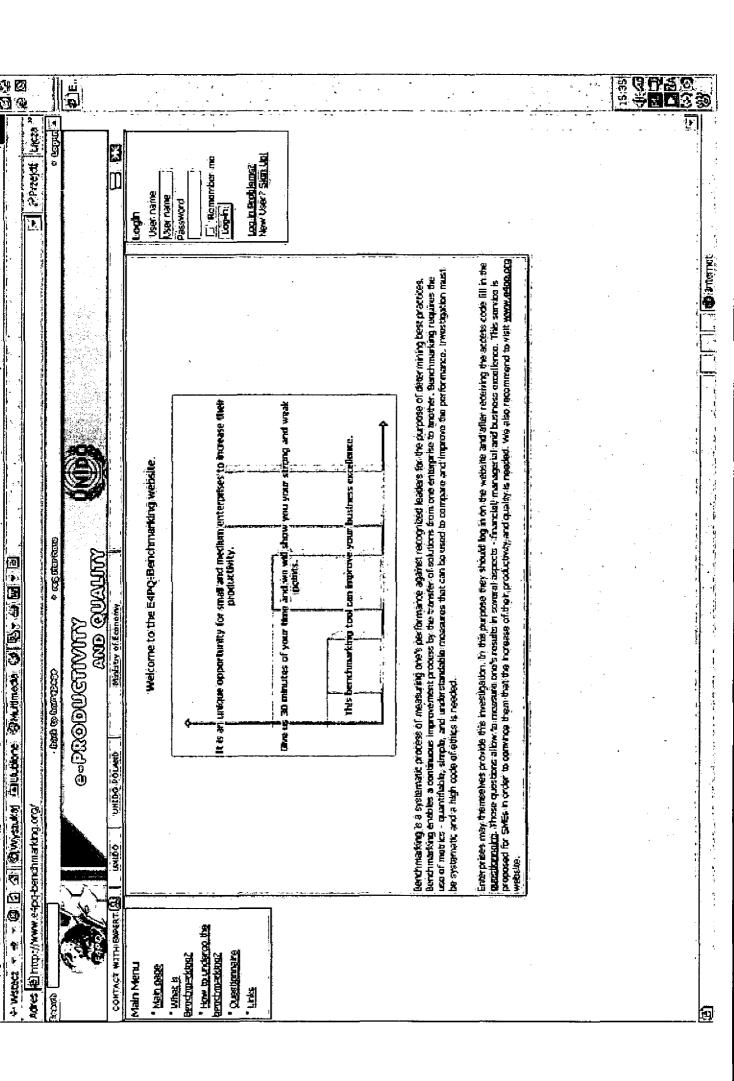
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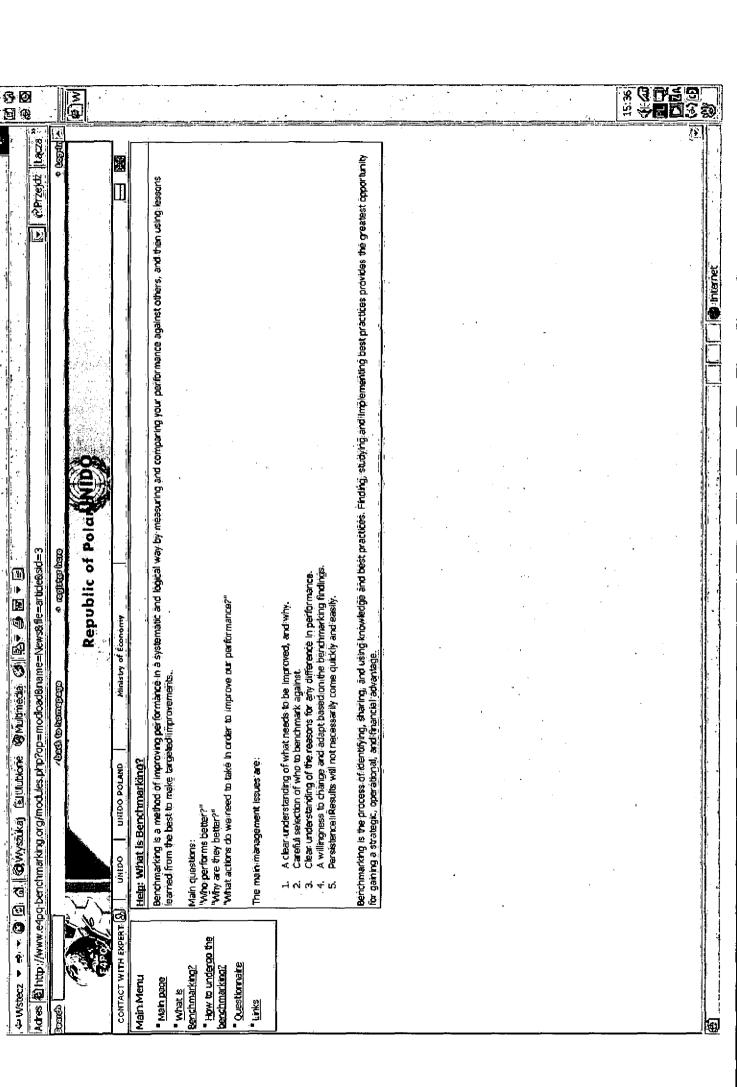
- SMEs are too small, too busy, too different, they very often feel that they are the best, and are affraid of losing competitive advantage by sharing the information.
- Using the business improvement tools is not very common among Polish SME's.
- Usually they have no strategic planning and they occasionally think about improvement of the productivity and quality.
- Small and medium enterprises are generally more flexible and ready for using eproductivity and quality but they usually do not posses 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.

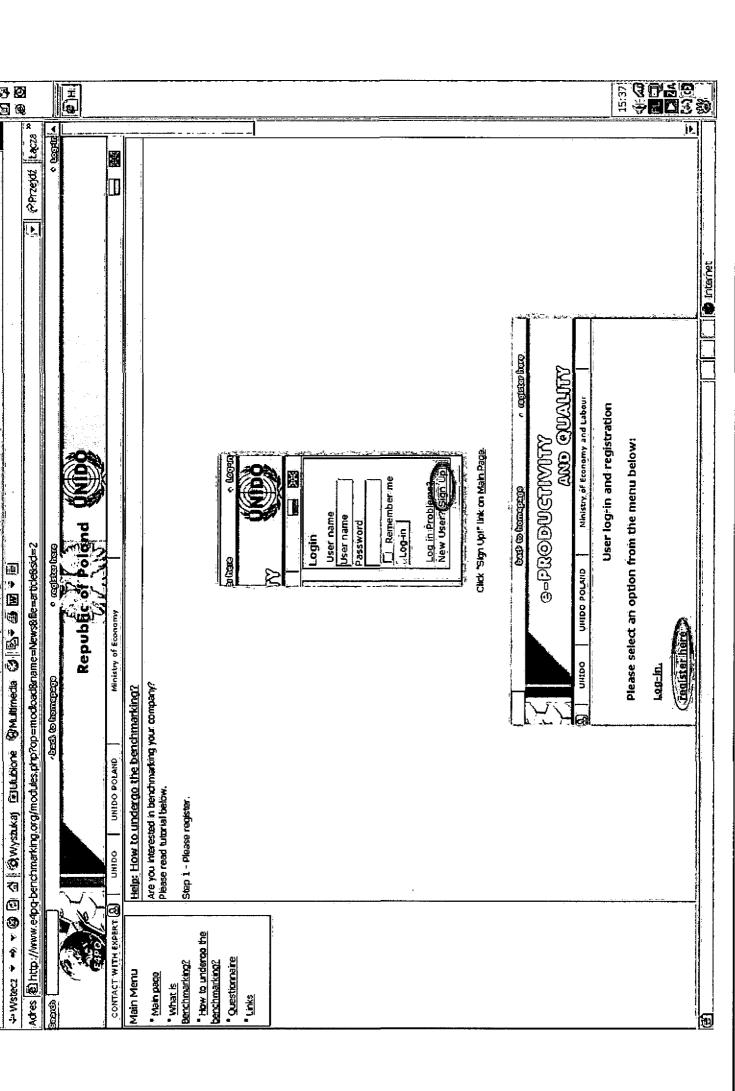
IV. Attachments

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

IV. Attachments
Screenshots with a real company data

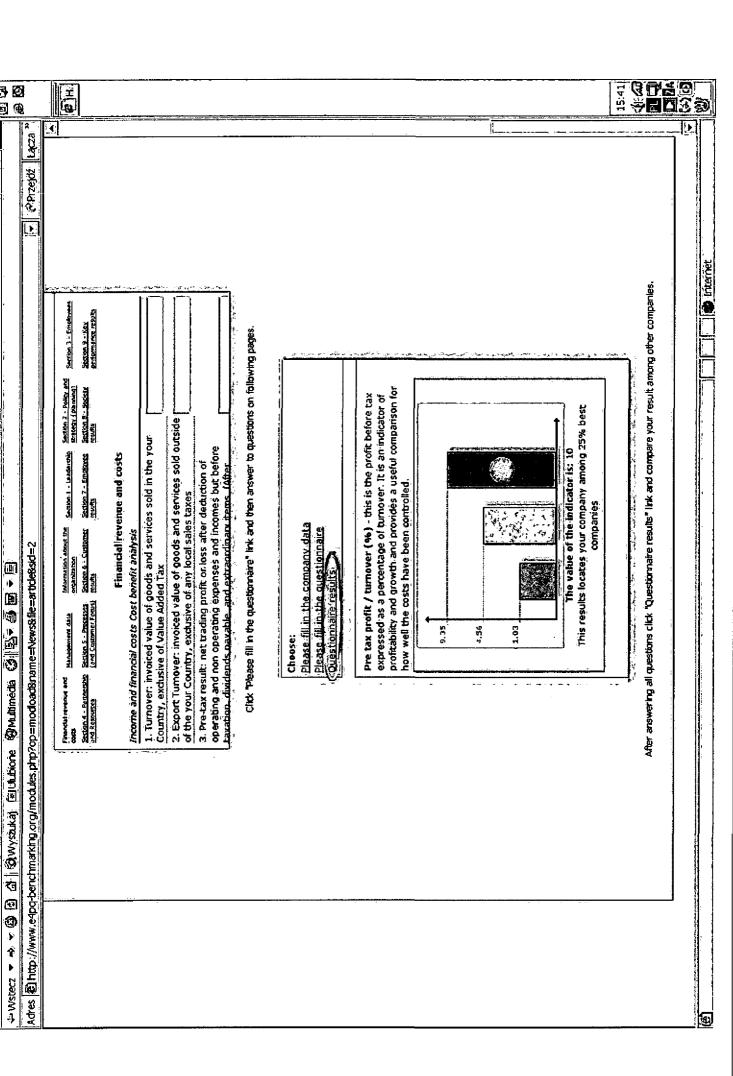


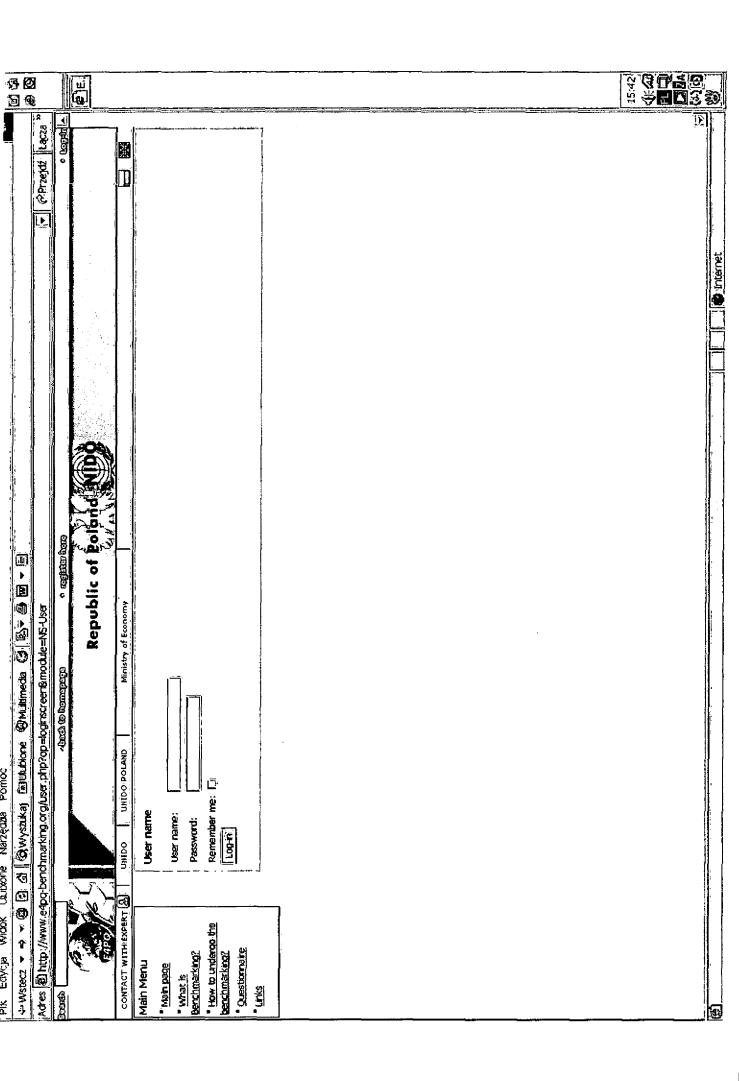


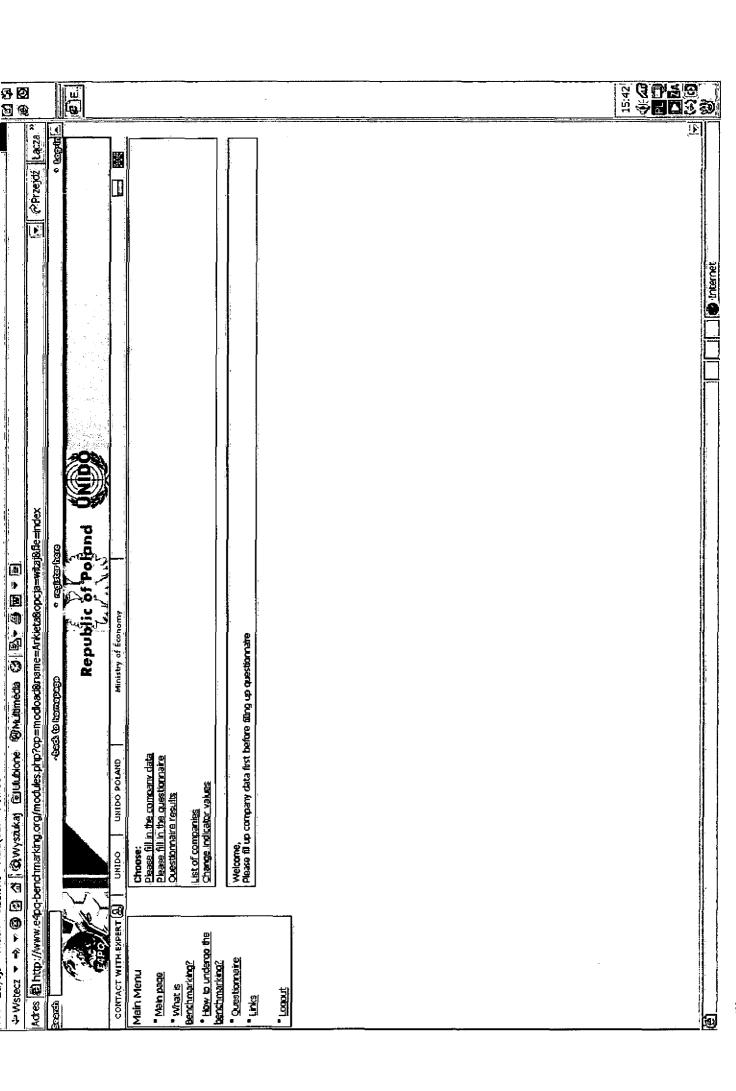


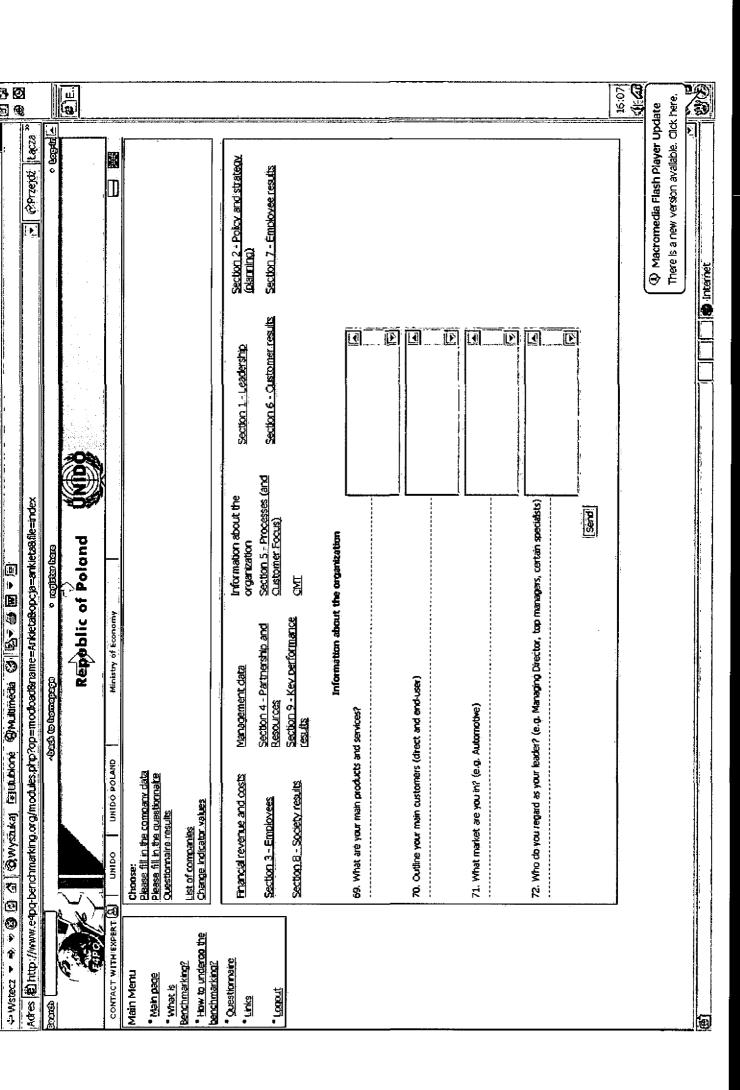
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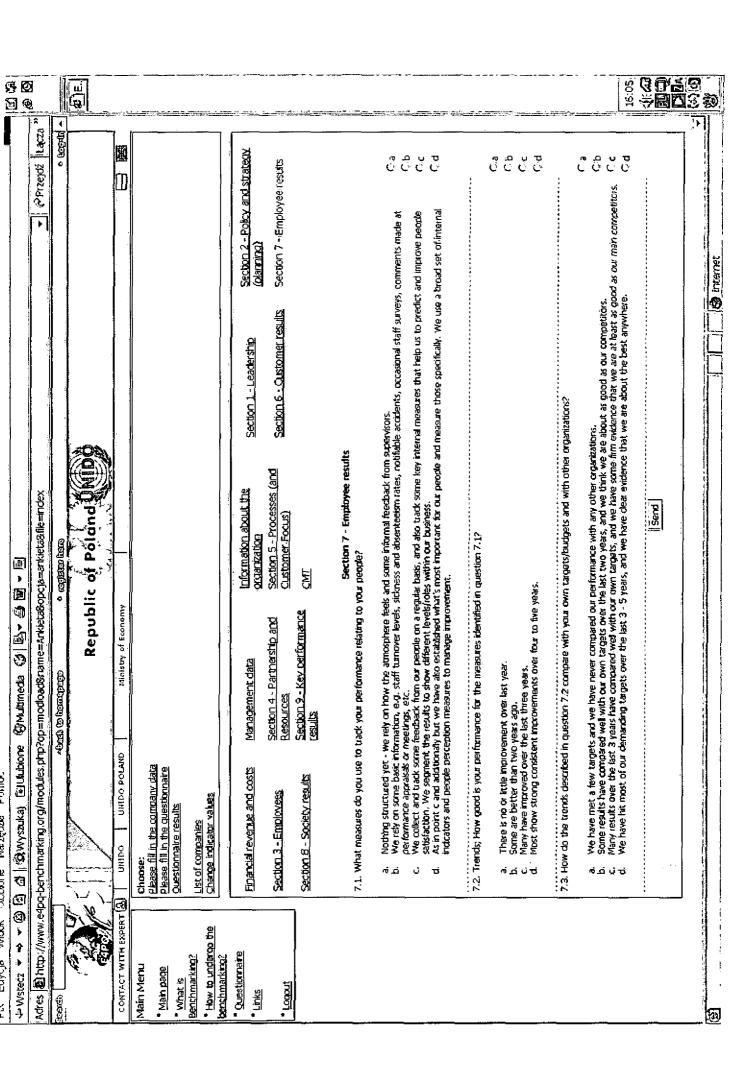
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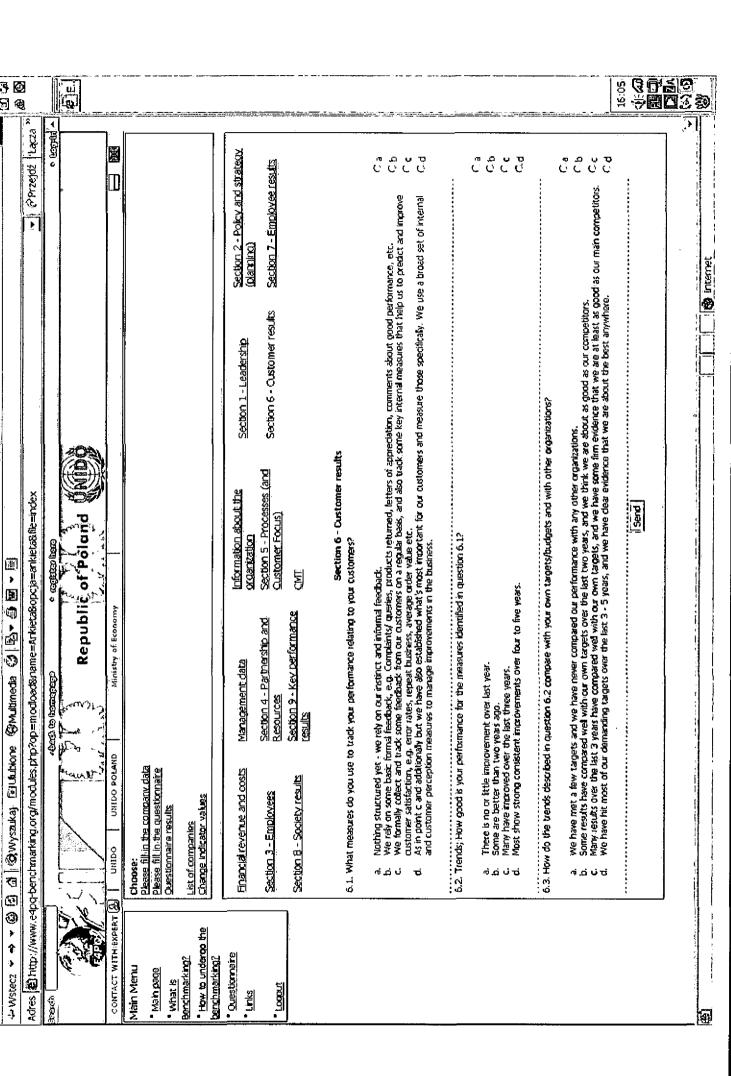
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		Section 1 - Leadership Section 6 - Oustomer results	Section 2 - Policy and strategy (plaining) we stakeholder and other information used to set your business' direction? We mainly produce or buy in what we believe we will set. We collect some information to hab 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 hap us make sure we can deliver that. 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.	As in points b and candonally we regularly check that we have got all the right sources of information to allow us to plan for the future. Ab you put your plans together and check that they are containably right for your business? Our plans are quite informal and tend not be written down. We review thing if there has been a problem. 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. As in point b and additionally we make sure that our plans are achieving what we have set out to achieve and make changes if necessary. 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.	do you communicate your aims and plans, and how are those plans put into place? We tell our people what the business is trying to achieve and what they are expected to do in their jobs. 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. 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 overal. 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.	are your plans adhered through the way you work? We do not focus on how the way we work relates to our plans - we just get on with it as we always have. We have a set of key processes to achieve what we want. We have allocated responsibility to people to ensure that these processes work so the business. 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 as well as possible. 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.
=Arkietz8opcja=arkietz8ifle=index		Information about the organization Section 5 - Processes (and Customer Focus)	Section 2 - Policy and strategy (plaining) iness diection? Ret/business we are in. We have ways to under it. Wet have ways to under the marketplace; e.g. with	re have got all the right sources of it dinusly right for your business? We review things if there has been a and then agree the plans for the ne based on what our different stakeh our plans are achieving what we have	what they are expected to do in th stand them. Targets are set so that into action throughout the business is business know what we are doing	rs - we just get on with it as we alw re have allocated responsibility to per seeds, and everyone knows their par is. processes continue to remain the m
3?op=modoad&name=Ankletz&k		Mariagement data Section 4 - Partnership and Resources Section 9 - Key performance results	Section 2 - Po 2.1. How are stakeholder and other information used to set your business' direction? a. We mainly prioduce or buy in what we believe we will set. b. We collect some information to help us understand the market/business we 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 happenin information to help us.	 a. As in points bland claim additionally we regularly dreck that we have got all the right source 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 be b. We identify the important issues that will ensure our success and then agree the plans for the c. As in point bland additionally we make sure that our plans are based on what our different signal. d. As in points bland claim additionally we regularly check that our plans are achieving what we d. As in points bland claims are achieving what we we was the continual or plans are achieving what we we have the continual or cont	 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 expect b. We tell our people about our aims and check that they understand them. Targets a business. c. We have clear ways to communicate our plans and put them into action throughout to what we want to achieve overal. d. As in point c and additionally we let stakeholders outside of the business know what plans is working for us. 	are your plans addieved through the way you work? We do not focus on how the way we work relates to our plans - we just get on with it as we always hare. We have a set of key processes to adheve what we want. We have allocated responsibility to people to er. Our key processes have been set up using our stakeholders' needs, and everyone knows their part in them work together so that these processes work as well as possible. As in point c and additionally we check regularly that the key processes continue to remain the most import.
包http://www.e4pq-benchmarking.org/modules.php?op=modoad&namerss	List of companies Charge indicator values	Francial revenue and costs Section 3 - Employees Section 8 - Society results	2.1. How are stakeholder and other information used to se a. We mainly produce or buy in what we believe we b. We collect some information to help us understan c. As in point b and additionally we have ways to un information to help us.	As in points b and c and a L.2. How do you put your plans to Our plans are quite inform We identify the important As in point b and addition. year. As in points b and c and a	2.3. How do you commission your aims and plans, and he a. We tell our people what the business is trying to b. We tell our people about our aims and check that business. c. We have clear ways to commission our plans an to what we want to achieve overal. d. As in point c and additionally we let stakeholders operate.	2.4. How are your plans adhieved through the way you work? a. We do not focus on how the way we work relates to b. We have a set of key processes to achieve what we c. Our key processes have been set up using our staker work together so that these processes work as well d. As in point c and additionally we check regularly that

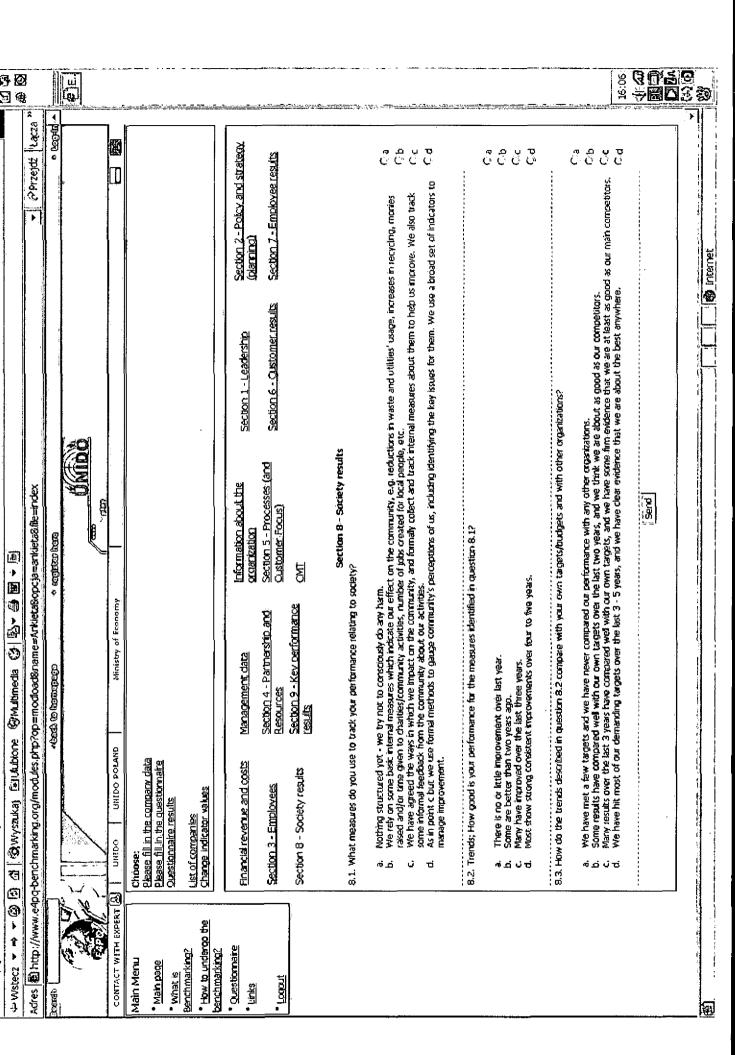
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3.1. How do you plan, and improve the way you manage your people?	realite. he way you manage your people?	Section 3 - Employees				
We do our best to follow legal requirements. Our overal business plan includes staffing reseds. We c. The results of feedback from people are regularly us plans so that we have some idea how key jobs will be d. As in point c and additionally we use new ways of on manage our people resources.	We do our best to follow legal requirements. Our overall business plan includes staffing needs. We seek feedback if The results of feedback from people are regularly used to improve in plans so that we have some idea how key jobs will be filled in future. As in point c and additionally we use new ways of organizing ourselve manage our people resources.	We do our best to follow legal requiements. Our overall business plan includes staffing reach. We seek feedback from our people on their views of the business, and make efforts to meet their needs. 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. 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.	of the business, and make efforts to staff bodies are seen as valuable part together, e.g. self managed teams a	meet their needs. hers. We have succession ind regularly review how we	င်္ခိုင်္ခ င်္ခိုင်္ခ	
3.2. How do you improve your people's knowledge and skills?	knowledge and skills?					
 a. We take people on with the ain that they can defer they bear they not be seen that they are every include technical stats and personal development. c. We know exactly what work stats our people have help us with our people management. d. As in point c, and additionally some training for people languages, driving lessons etc. 	win that they can do the job. The training, and everyone has targe const development. Ids our people have and need to parrient. They can be they are people may they are training for people may thele	We take people on with the ain that they can do the job. They are made aware if their performance is not satisfactory. New people receive induction training, and everyone has targets linked to the business's aims. People have regular appraisable with and personal development. We know exactly what work sids 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. 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.	e is not satisfactory: e have regular appraisals/feviews, and t for future needs. The Investors In I re business, but which halps them an	l fratning plans, which People, framework is used to d encourages learning, e.g.	ပီလိပ်လိ	
3.3. How do you hvoke your people and delegate authority	nd delegate authority to them?					
People marrly do what they are employed to do. The b. There are clear guidelines setting out what people c individual and team improvement activities. We have a culture which allows people to do what to covered for those working on improvements, so back as in point c and additionally people at all levels are ed.	e employed to do. They do som ing out what people can arid ca art activities. Is people to do what they feel is improvements, so backlogs don't eople at al levels are encourages.	People mainly do what they are employed to do. They do sometimes put forward new ideas on their own volition. 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. 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 baddogs don't build up. 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.	is own volition. Os the initiative when trying to resolv Os's training helps their involvement a Idéas for us to adapt in our business	e a problem. We encourage nd creativity, Jobs are	0000	
3.4. How do you communicate with one another throughout your business?	e another throughout your bush	<i>55</i> 3				
 a. We have different types of communication, which tells. b. We communicate in a number of ways which we knot the business know what's gaing on throughout. c. We've asked our people about communication, and whether up, down or across the business. d. As in point c and additionally we have set up ways in 	We have different types of communication, which tend to be largely unplanned. We communicate in a number of ways which we know works for us. People are the business know what's going on throughout. We've asked our people about communication, and we ensure that the right me whether up, down or across the business. As in point c and additionally we have set up ways in which good practices are st	We have different types of communication, which tend to be lagely unplanned. 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. We've asked our people about communication, and we ensure that the right message goes to the right people at the right time using thet preferred method, whether up, down or across the business. We have a proported additionally we have set up ways in which good practices are shared between appropriate parts of the business.	ck to leaders freely. We ensure that ight people at the right time using the optiate parts of the business.	people in different parts of let proferred method,	ី ទី ទី ទី	£ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$

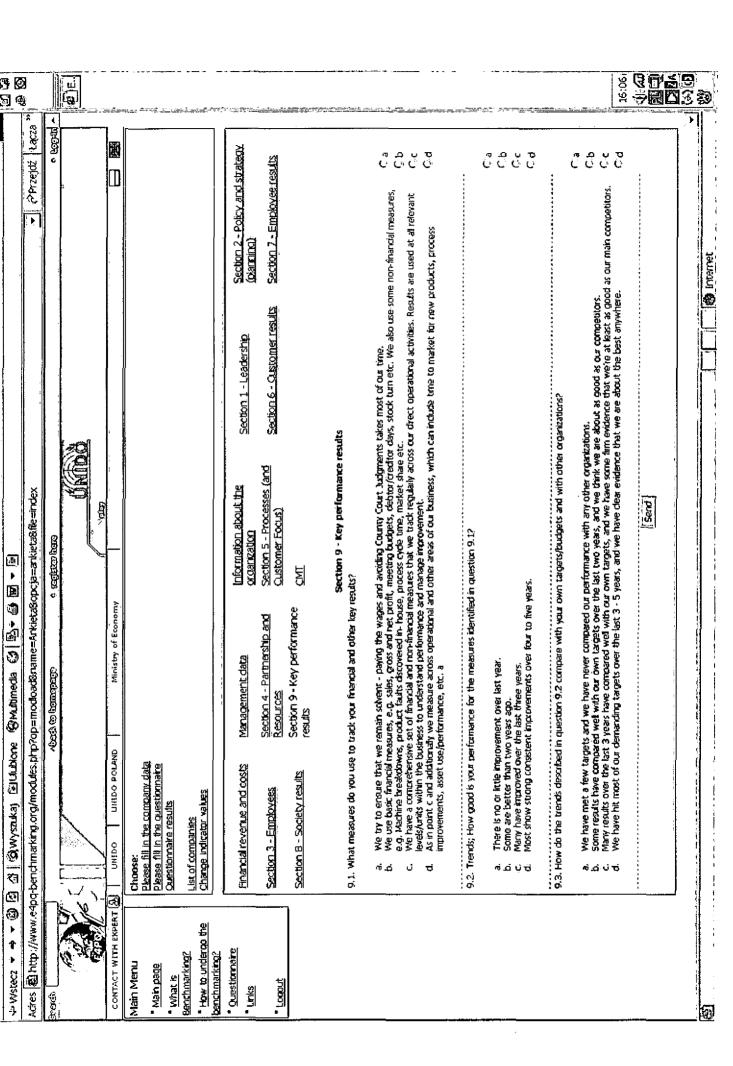
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F Rereidt Lacza "	Section 7 - Employee results		Ga the system may be registered to ISO 9000 Gb problems between sections in the business. Gd	0000	G a ducts and services, and to help us improve C b s. We use various ways to bring in G d	products if problems arise; O a notrepal/support if problems develop during. C a cuts and services. Regular servicing is C comers' preferences.	Ga b, customer surveys, etc. Gb king together to improve our products and Gc	4]
=AnkietaBopcja=ankietaBlile=index	Resources Customer Focus) Section 9 - Key performance Covil	Section 5 - Processes (and Customer Focus)	We have not documented the way we run our bushess but we believe our methods work for us. 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 shidar). The work still gets done even when key people are absent. 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. As in points b and c and additionally our processes specifically address the needs of our stakeholders.	I do you improve your processes? Most improvements/changes occur when chounstances dotate. On a few occasions ideas may be taken forward and changes made. We have ways for staff to put forward introvement ideas, and we also review our processes when we get oustomer complaints/comments. Changes we make are tommunicated to staff with relevant guidance. As in point be and additionally we have set ways to improve processes, which use information from all relevant stakehobiers. The changes are tested first to ensure that they work, and our poople are trained to operate them. As in points b and cland additionally we review changes after implementation to ensure that the improvements have worked.	do you design and develop your products and services? 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. We seek customer feedback through various ways (e.g. surveys, research, meetings) to learn what they think of our products and services, and to develop new ones to satisfy future customer needs. We use various ways to bring in the point of and additionally we also involve our partners/suppliers in developing new products and service design.	do you produce, sell and service your products and services? 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; We schedule production/purchasing in the with order forecasts, and have sales plans in place. We offer replacement/refund/replacyport if problems develop during a warranty period. We schedule product packing 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. As in point c, and additionally we regularly review our approaches to make sure they are effective and in the with our customers' preferences.	do you manage & improve your relationships with customers? Our relationships with customers extend to fulfilling orders. We have some ways we use to improve our relationships with customers, e.g. Account Managers, informal reviews, customer surveys, etc. Our customer surveys include specific questions about the relationships as well as our products or services. 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.	[Sent)
v.e4pq-benchmarking.org/modules.pl tp?op.	Section 3 - Employees 8-8 Section 8 - Society results	5.1. How do you manage your processes?	We have not documented the We have documented at releva or strikar). The work still gets d c. As in point b and additionally we d. As in points b and c and additionally	5.2. How do you improve your processes? a. Most improvements/changes occ b. We have weas for staff to put for communicated to staff with relay. c. As in point b and additionally we that they work, and our people a d. As in points b and c and addition.	S.3. How do you design and develop your products and services a. We design and develop what we think our customers v b. We seek customer feedback through various ways (e.g. then. c. Feedback is used to improve our existing products and improvation and creativity in product and service design. d. As in point c and additionally we also involve our partner.	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 b. We schedule production/purchasing in the with order forecas a warranty period. c. Narioting plans address current and potential customers, and included as part of the product package. d. As in point c and additionally we regularly review our approach	5.5. How do you manage & improve your relationships with customs a. Our relationships with customers extend to fulfilling orders b. We have some ways we use to improve our relationships in C. Our customer surveys induce specific questions about the d. We have well developed ways to improve our relationships services.	

*		Sa pake. Co ome joint working. Cot stalle to our customers.	d that we avoid trings like County Court Judgments. C.a. Funding is part of an overall plan and not normally dictated by emergencies. We evaluate any investments we C.c. the business are known and managed.	enlab? This Dur premises and equipment are protected and we make repairs when necessary. Solutions are equipment & materials. We try to contain our usage of water, electricity etc and the amount $\frac{C}{Q}$ by arising an extend its fife. We aim to reduce our usage of electricity, water, etc and recycle as much waste $\frac{C}{Q}$ tal management system (possibly registered to 190 14001) and manage any adverse effects of our business on $\frac{C}{Q}$ discontained.	sociations of we need anything ekse. \Box sociations etc. \Box better within the business to manage all the \Box \Box at them to decide whether they should be used in the \Box d	data protection and iterating. In the business have access to the appropriate C b c b bring systems to prevent incorrect data being keyed, for C c ated in the business. We provide access to relevant C d 16:04
Section 8 - Society results Section 9 - Key performance CMT	Section 4 - Partnership and Resources 4.1. How do you manage your relationships with supplies/partners?	 The selection of our suppliers is driven mainly by price or tradition. We have a purchasing policy, which helps us to select the most suftable suppliers and it covers quality as well as price. We have identified key suppliers with whom we have formed a closer working relationship, which involves some joint working. 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 8 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 enter 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 water. 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 emiricimental management system (possibly registered to 150 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 lean about new ideas from magaines/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 Identify. b. We Tack up* and store data securely and virus checking prevents contaption of our records. All people within the business have access to the aspropriate information for that job. c. As in point b and additionally we ensure that all information is as up to date and accurate as possible including systems to prevent incorrect data being keyed, 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 6 - Outstomer results Section 7 - Employee results section 6 - Outstomer results Section 7 - Employee results seq 9 249 449 249 449 249 449 450 249 460 470 470 470 470 470 470 470 470 470 47		いたのでは、アンコーションのできないというようできない。			3 7n(371111 1	Eacza
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CONTACT WITH EXPERT. [8]

Choose: Please fill in the company data

Please fill in the questionnaire

Questionnaire results

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Ministry of Economy

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How to undergo the enchmarking?

Questionnaire

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indicator values	
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Indicator name	Level 1	Level 2	revel 3	
Return on capital employee (ROCE, %)	3.1	14	32.7	† Change
Stock tụrn (#)	8.2	13.6	8	Change
Orders not delivered on time (%)	18.3	7.8	<u>C</u>	Change
Orders rejected during warranty (%)	2.52	701	0.4	Change

Orders rejected during warranty (%)	2,52	701	0.4	Change
Complaints per customer (%)		0.3	0.1	Change
Pre tax profit / tumover (%)	1.03	4.56	9.35	Change
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Training expenditure per employees (€)

Debtor days (days)

Training expenditure / turnover (%)

Accidents per employee (#)

Early beavers / total emphayees (%)

Complaints per order (%)

Interest cover (#)

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Pre tax:profit per employee (每)

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Number of employees per manager (#) New employees / total employees (%)

Cash in bank / turnover (%)

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	15	1.5	70
7		-	

Change	Change	Change	Change
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10000

Vatue of supptes per supplier (6)

Supplies delivered on time (%)

Sub standard supplies (%)

• 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
Kwantyl – 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	int	Unique legal form id	
Wartosc	varchar(100)	Legal form name	

Table Numer					
Name	Name Type Description				
uid	int	Unique row identificator			
ldNumer	int	Number unique id			
IdTypNumer	int	Type number id			
IdFirma	int	Company id			
Wartosc	varchar(100	Number			
Widocznosc	int	0 – row containing historical data 1 – row containing actual data			

Table TypNumer				
Name Type Description				
IdTypNumer	int	Unique type of number id		
Wartosc	varchar(100	Type of number name		

Table Osoba			
Name	Туре	Description	
uid	int	Unique row identificator	
IdOsoba	int	Unique person id	
IdFirma	int	Company id	
Imie	varchar(100	Forename	
Nazwisko	varchar(100	Surname	
Stanowisko	varchar(100	Position	
Telefon	varchar(100	Phone no	

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

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

Table Pytanie			
Name	Туре	Description	
uid	int	Unique row identificator	
IdPytanie	int	Unique question id	
Pytanie	text	Question	
TypPytanie	int	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	int	Section id	

Table Sekcja		
Name	Туре	Description
uid	int	Unique row identificator
IdSekcja	int	Unique section id

Table Sekcja		
Sekcja	varchar(255	Section name
TypSekcja	int	Section type: 1 – questions section 2 – quantities section

Table Odpowiedz		
Name	Туре	Description
uid	int	Unique row identificator
IdAnkieta	int	Inquiry id
IdPytanie	int	Question id
Odpowiedz	text	Answer

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

Table WartoscPytanie		
Name	Туре	Description
uid	int	Unique row identificator
IdWartoscPytani e	int	Unique id
IdPytanie	int	Question id
Odpowiedz	text	Answer
Nazwa	text	Answer description
Wartosc	text	Value connected with this answer

