



BENCHMARKING AS A TOOL FOR QUALITY ASSURANCE

Natassa Kazantzidou, IDEC

EVBB Online Conference

"QUALITY IN VET IN THE POST-COVID ENVIRONMENT: the case of Bequal.app"

14/12/2020



Co-funded by the
Erasmus+ Programme
of the European Union

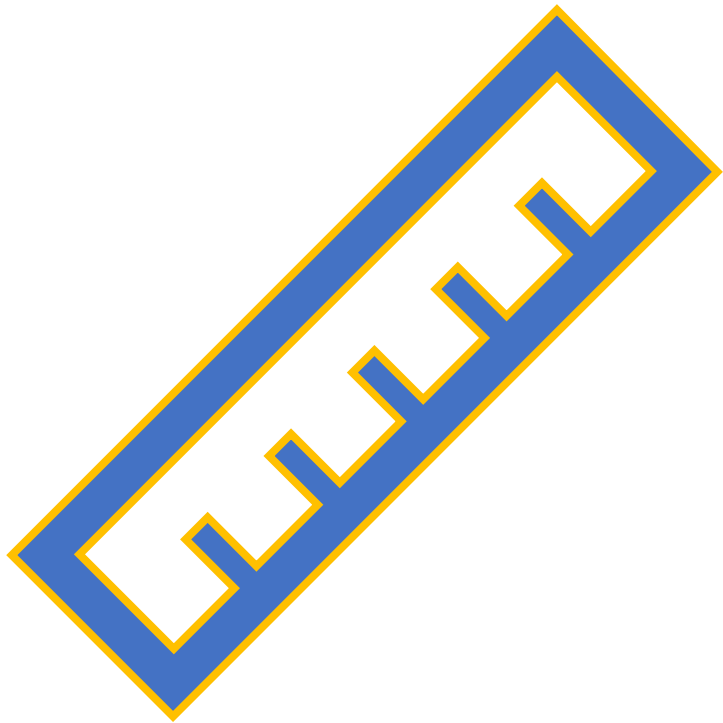
BENCHMARKING



BENCHMARKING AS COMPARISON

- “The systematic process of comparing an organization’s products, services and practices against those of competitor organizations or other industry leaders to determine what it is they do that allows them to achieve **high levels of performance.**” (Society for Human Resources Management)
- “The concept of discovering what is **the best performance being achieved**, whether in your company, by a competitor, or by an entirely different industry.
- Benchmarking is an improvement tool whereby a company measures its performance or process against other companies' best practices, determines how those companies achieved their performance levels, and uses the information to improve its own performance.
- Benchmarking is a **continuous process** whereby an enterprise measures and compares all its functions, systems and practices against strong competitors, identifying quality gaps in the organization, and striving to achieve competitive advantage locally and globally.” (isixsigma)

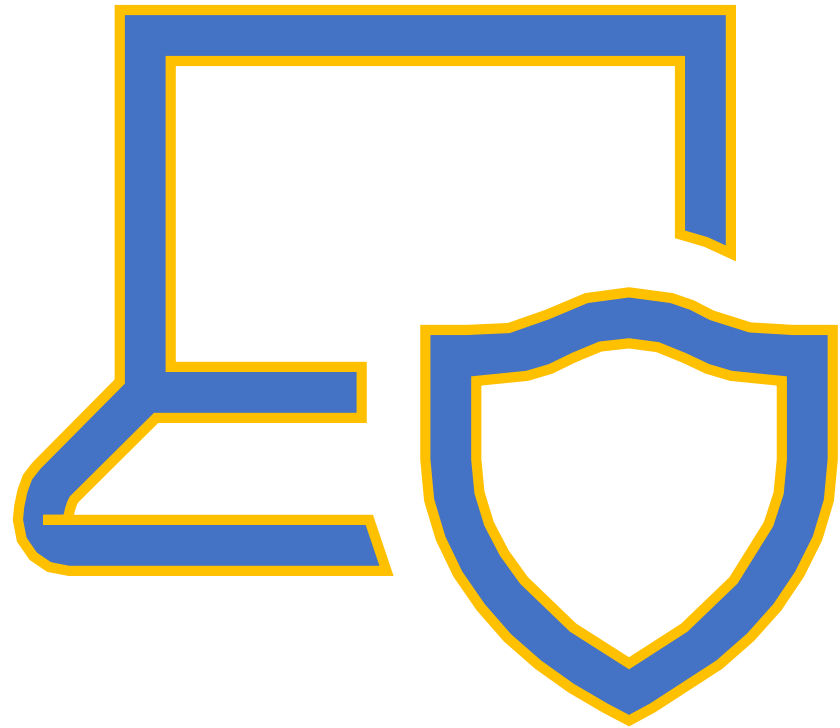
BENCHMARKING AND INDICATORS



- Benchmarking is most used to measure performance using a specific **indicator** (cost per unit of measure, productivity per unit of measure, cycle time of x per unit of measure or defects per unit of measure) resulting in a metric of performance that is then compared to others.

COMPARING TO IDENTIFY BEST PRACTICE

- “Benchmarking is the technique of comparing organizations in order to identify 'best practice'. Managers might benchmark their organization in order to assess how it is performing, to identify areas for improvement, and to look for new ideas. The purpose is to identify best practice and to transfer all or part of this to one's own organization.” (A Dictionary of Human Resource Management)
- Best practice asserts that there is a technique, method, process, activity, incentive or reward that is more effective at delivering a particular outcome than any other technique, method, process, etc. The idea is that with proper processes, checks, and testing, a desired outcome can be delivered with fewer problems and unforeseen complications.



BEST PRACTICE BENCHMARKING

- Also referred to as "best practice benchmarking" or "process benchmarking", it is a process used in management and particularly strategic management, in which organizations evaluate various aspects of their processes in relation to best practice, usually within a peer group defined for the purposes of comparison. This then allows organizations to develop plans on how to make improvements or adopt best practice, usually with the aim of increasing some aspect of performance.
- Benchmarking may be a one-off event, but is often treated as a **continuous process** in which organizations continually seek to challenge their practices.

BENCHMARKING METHODOLOGY

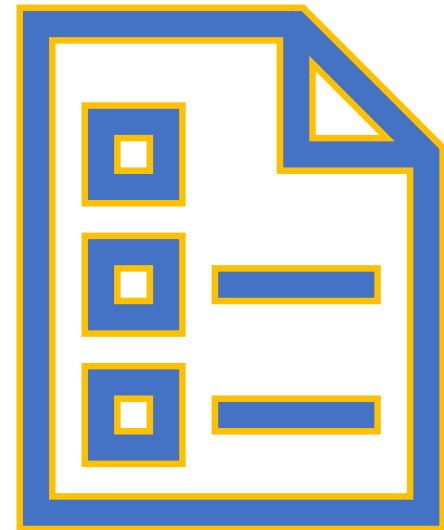
There is no single benchmarking process that has been universally adopted. The wide appeal and acceptance of benchmarking has led to various benchmarking methodologies emerging.

The following is typical benchmarking methodology (wikipedia, quality network):

- Identify the problem areas
- Identify other organisations that have similar processes
- Identify organizations that are leaders in these areas
- Survey organisations for measures and practices
- Visit the “best practice” companies to identify leading edge practices.
- Implement new and improved business practices.

QUESTIONNAIRE OF BENCHMARKING

- Use of a survey questionnaire
- The gathering of information on other organisations' practices can be done using a questionnaire. The phrasing of questions is of major importance, in order to obtain meaningful information. Absolute values are meaningless without all of the supporting details. Open questions (how, where, when, who, what) work well, if the surveyed organisation is willing to spend time to provide answers. Scaled closed questions is a good alternative.



BENCHMARKING ELEMENTS IN BEQUAL.APP

- Standardised closed questionnaire
- Strong and weak points ->improvement
- Large number of organisations to compare to
- Different parameters of comparison
 - Country
 - Type of organisation
- Good practice → quality badge
- Continuous process
 - Benchmarking report
 - Progress report



Irene company

In this section, you may find a comparison of your organisation performance, compared with other organisations, throughout Europe.

YOUR STRONG POINTS

- Relation with system
- Focus on students
- Monitoring and assessment
- Future perspectives in WBL

YOUR WEAK POINTS

No clear weak points

Select Criteria

Country:

Type:

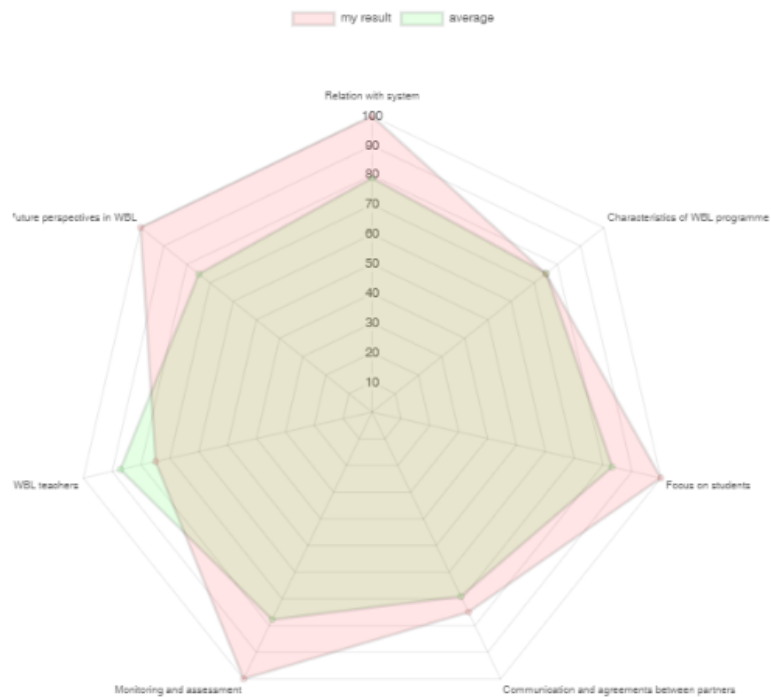
All

Large company (More than 250 employees and turnover more than 50m)

Medium company (less than 250 employees and turnover less than 50m)

Small company (less than 50 employees and turnover less than 10m)

Micro company (less than 10 employees and turnover less than 2m)





Thank you for your attention

Natassa Kazantzidou

Natassa@idec.gr