

SVING/SVIG 1995



REDWOOD RESEARCH

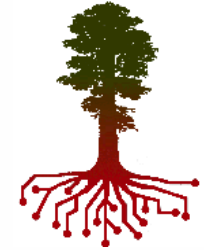
Goda idéer är ingen bristvara

Michael Mandahl

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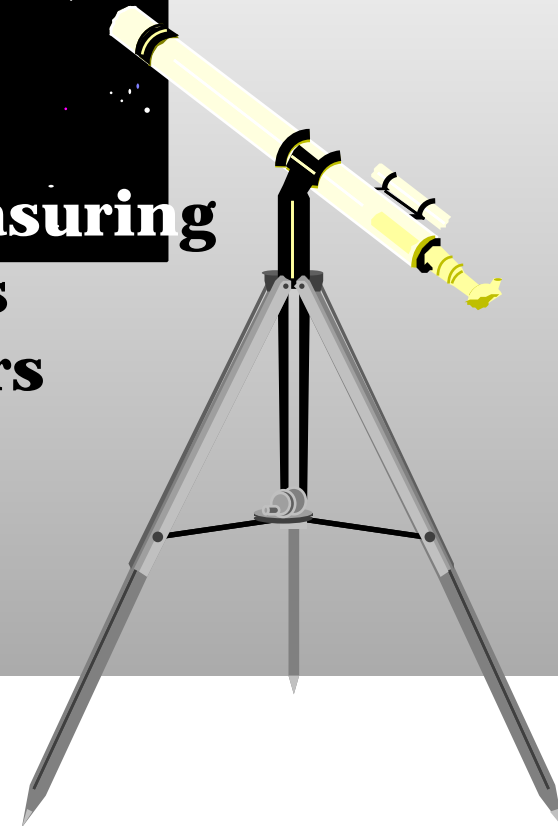
Kai A. Simon

Vad är benchmarking?

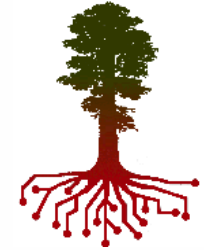


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- Mäta, jämföra, lära
- Sikta mot stjärnorna
- “Best in practice”
- **“The continuous process of measuring products, services and practices against the toughest competitors or those companies recognized as industry leaders.” (Xerox)**

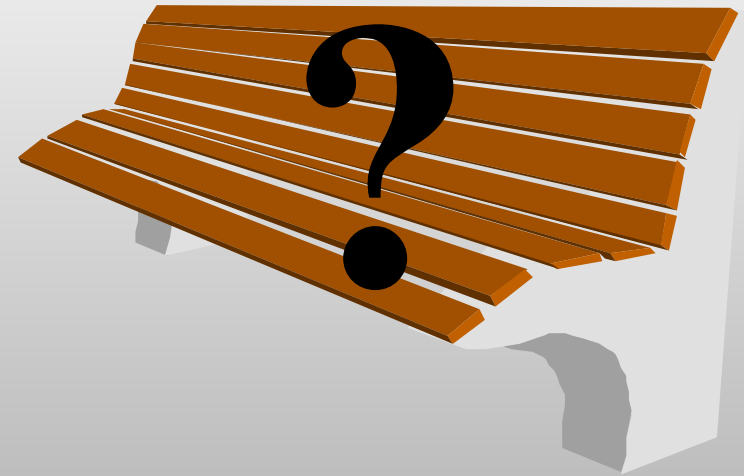


Varifrån kommer det?



REDWOOD RESEARCH

- Benchmark
 - Referenspunkt i lantmäteriet
 - Standard
- Hårdvarujämförelse
- Databasaccess
- Tillämpning på verksamhetsprocesser

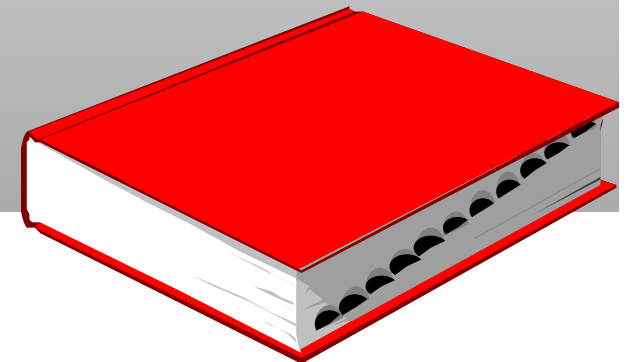


Formella definitioner

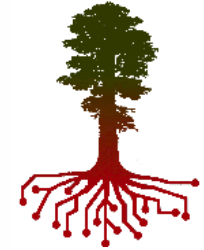


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- **Webster's Seventh New College Dictionary (1994):**
 - **Benchmark** is a point of reference from which **measurements** of any sort may be made.
- **Webster's New Encyclopedic Dictionary (1994):**
 - **Benchmark** is something that serves as a **standard** by which other may be measured.
- **Oxford Advanced Learner's Dictionary (1993):**
 - **Benchmark** is a mark to indicate a point of known height, used as a reference in measuring other heights for a survey, a standard against which other things can be measured, **assessed**.



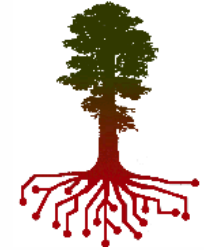
3 nyckelbegrepp



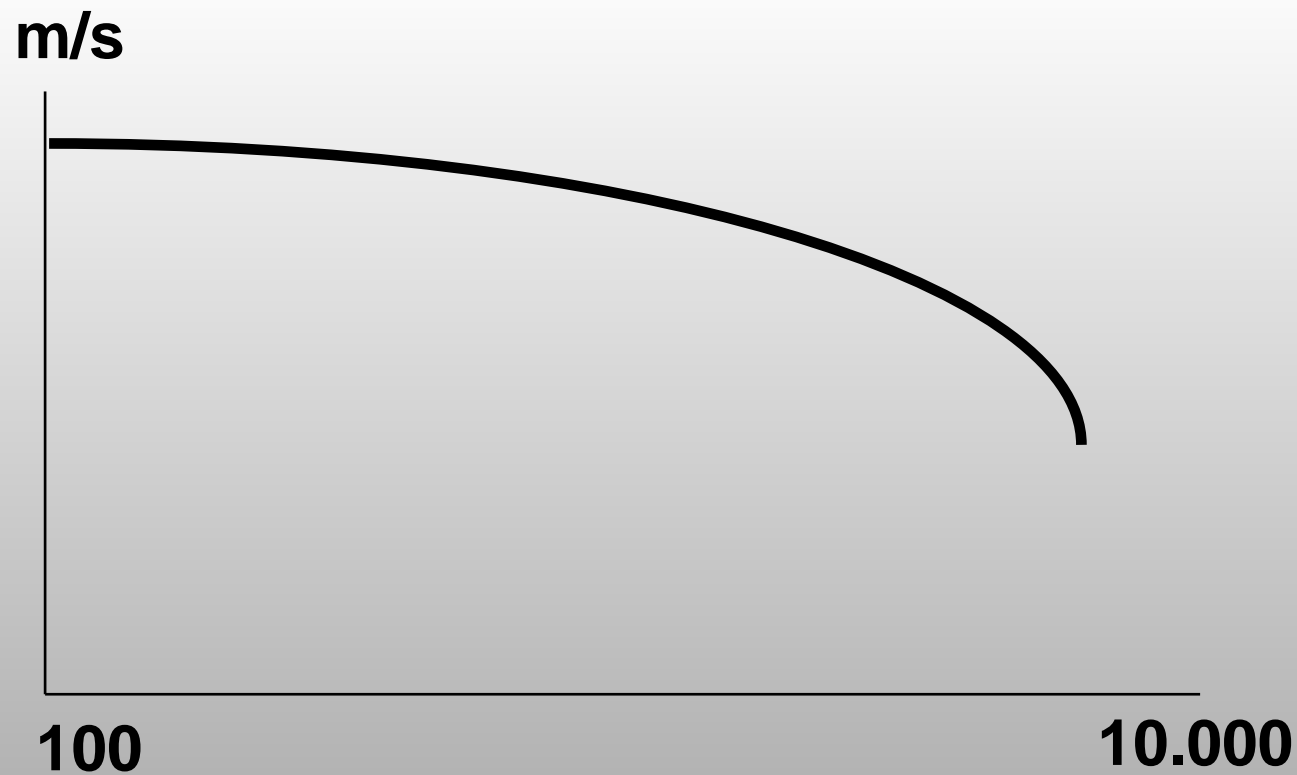
REDWOOD RESEARCH

- *Measurement - mätning*
Att mäta den egna verksamheten
- *Standard - riktmärke*
Att leta efter förebilder
- *Assess - värdera*
Att jämföra och värdera den egna verksamheten med riktmärket
- Att förändra sig ...

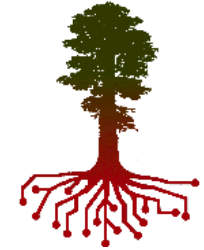
Världsmästare



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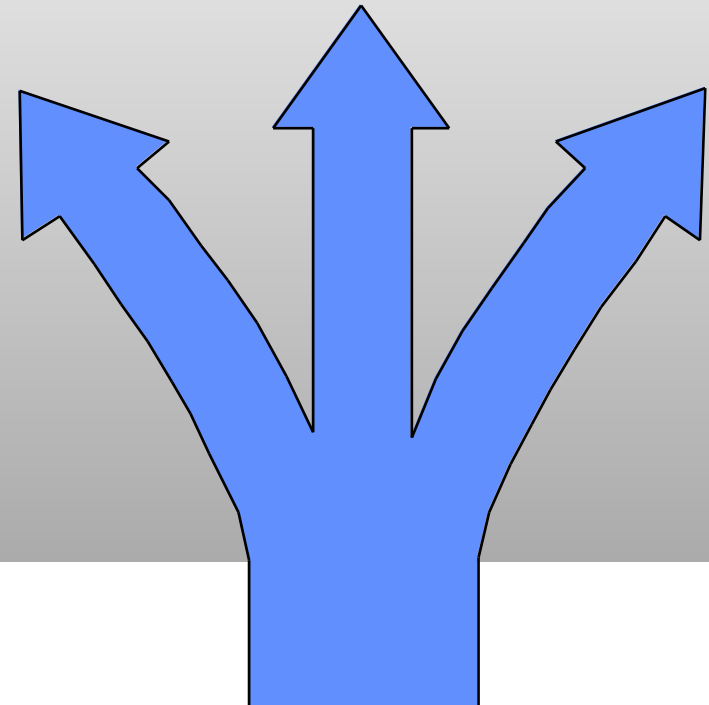


Rollen i förändringsarbetet

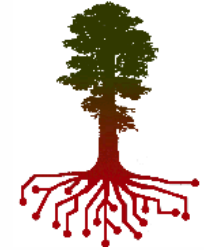


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- Angreppssätt
- Teknik under paraplyn
- Styrningsinstrument



Vilka motiv har man?

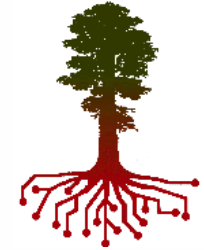


REDWOOD RESEARCH

- Konkurrenstryck
- Kostnadsminskning
- Framsynthet
- Integration i andra projekt

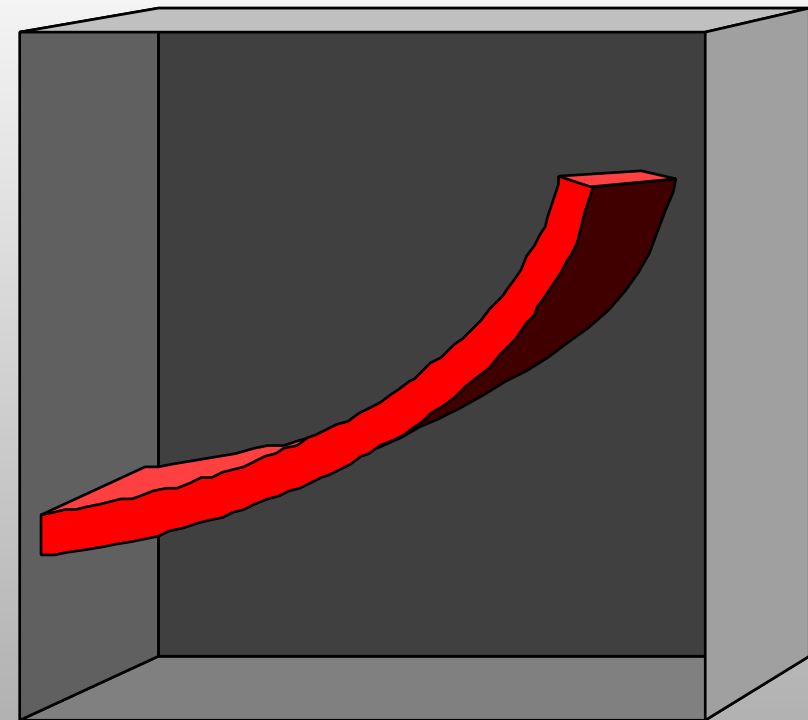


Alla kurvor pekar uppåt

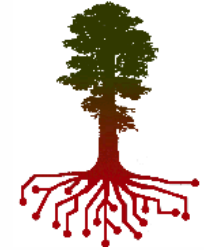


REDWOOD RESEARCH

- **Antalet konkurrenter**
- **Kostnadsutvecklingen**
- **Kvalitetskraven**

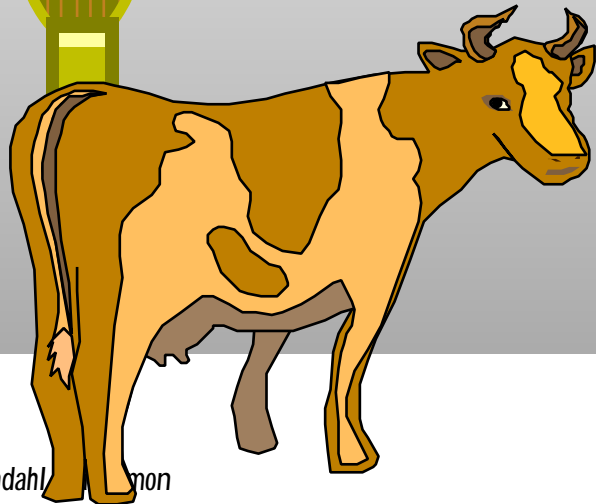
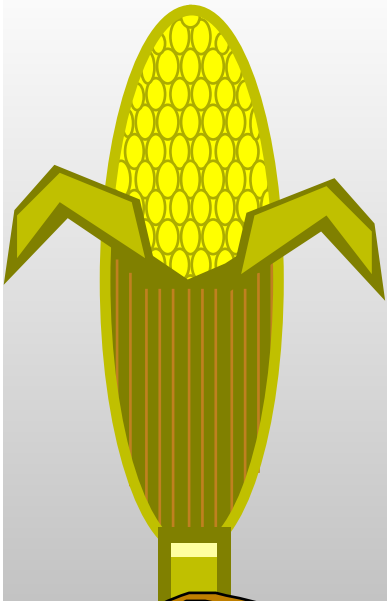


Framsynthet

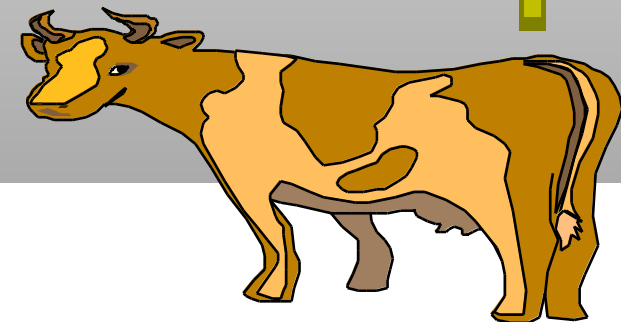
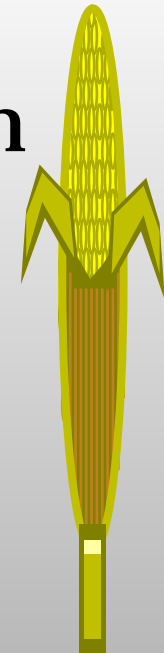


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- De 7 feta och de 7 magra åren
- Det går bra nu, men ...



M. Mandahl
mon



Bara ett sätt att sälja konsulting?

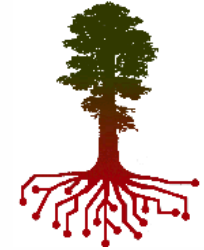


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M. Mandahl, Kai Simon

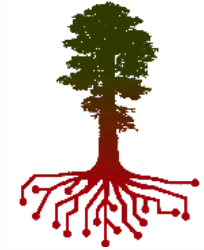
Metoder



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	Kvalitativa	Kvantitativa
Subjektiva	Kundupplevd kvalitet	Kundupplevd tid
Objektiva	Kompetens Flexibilitet "Rätt väg"	ABC kalkylering TCA Time to market Cykeltider

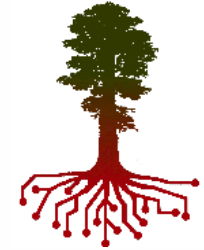
Tekniker



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- **Problemidentifikation**
 - **Ishikawa diagram (orsak/verkan)**
- **Datainsamling**
 - **Rapporter**
 - **Enkäter**
 - **Intervjuer**
- **Gapanalys**
 - **Tabeller**
 - **Grafer**

Vem gör man det med?

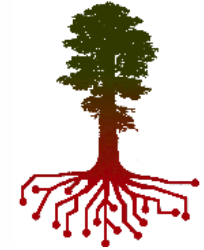


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- Internt
- Externt
 - **Samma bransch**
 - **Andra industrisegment**
- Process/funktion
- Intimitet



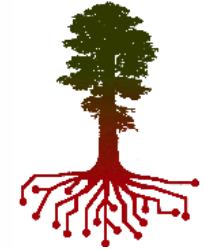
Benchmarkingkriterier



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- Strategisk relevans
- Ekonomiska aspekter
- Motivation/ambition
- Sourcing

Hur förvaltar man resultatet?

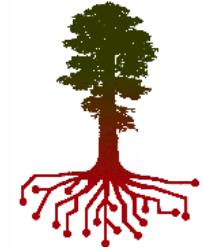


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- Gammalt kärlek rostar
- Information är en färskvara
- Arbeta aktivt med resultat
- Det är inte målet utan startpunkt



Benchmarkings kusiner

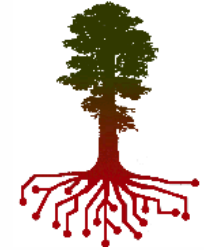


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- Verksamhetsutveckling
- Ekonomistyrning
- BPR
- TQM

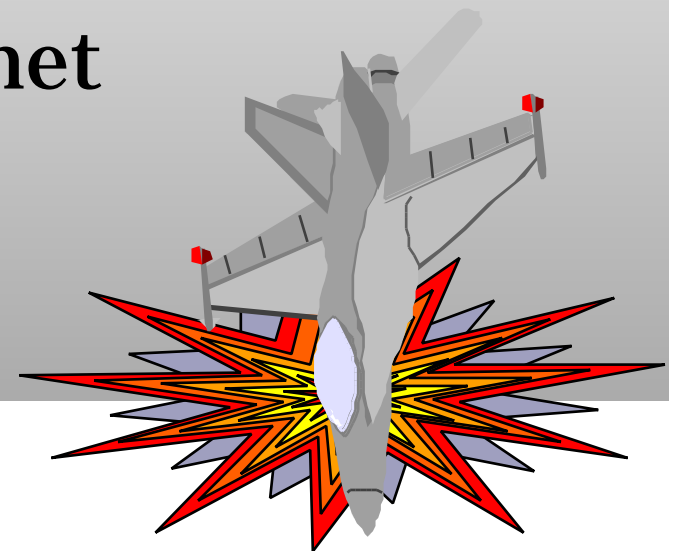


Murphy's lag ...

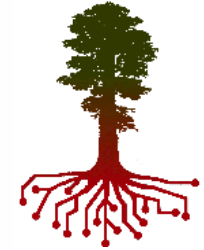


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- Om genvägar
- You can't make love through a consultant
- Golfbanebenchmarking
- Dammiga pärm syndromet
- Not invented here



Tvättlistan



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- Besvara Xerox 10 frågor för din egen verksamhet
- Var finns era svagheter (SWOT)
- Identifiera svaga processer
- Gå igenom benchmarking kriterier

