Bronnellys


Bylæ A

Dekbrief en vraelys
Dear Sir/Madam

Factors contributing to the success of a benchmarking project

The School of Accountancy at the University of Pretoria is currently conducting a study regarding the factors contributing to the success of a benchmarking project. The investigation focuses on listed South African manufacturing companies. If your company has never undertaken a benchmarking project, please state this at the first question and return the questionnaire. All the information derived from these questionnaires will be treated as strictly confidential and no deductions will be made in respect of individual companies.

Benchmarking is a process by which an organisation targets key areas for improvement, studies the best practices of others and then implements processes and systems to enhance its own performance. Internal benchmarking takes place where internal divisions form benchmarking partners and no comparisons are made with the performance of an independent, external benchmarking partner.

A benchmarking project takes up a substantial amount of resources within a company. To obtain a good return on the investment made in a benchmarking project, it is important to establish which factors contribute to its success. Your input in this study is invaluable and a summary of the findings of this study will be made available to all participants.

Please contact Schalk Human on (012) 673 7456 (w), 082 463 1228 (cell) or send an e-mail to shuman@centurion.momentum.co.za if you have any queries regarding the questionnaire. I would appreciate it if you could return the questionnaire on or before 20 August 1999 in the enclosed envelope or fax it to (012) 671 8731.

Yours faithfully

H de Jager (Prof)
Director: School of Accountancy
Factors contributing to the success of a benchmarking project

Notes

The questions below refer to the most recently completed benchmarking project undertaken by your company. Please mark the most appropriate answer with an "X".

The success of the benchmarking project must be measured in terms of the extent to which the results of the project met your expectations. Please bear in mind that success is not measured in immediate financial terms only, but also in qualitative and quantitative non-financial terms.

All the information derived from this questionnaire will be treated as strictly confidential.

1. Has your company previously undertaken a benchmarking project?
   - Yes
   - No

   If the answer is yes, please complete the following questions. If no, please state likewise and return the questionnaire in the enclosed envelope.

2. How would you describe the main aim of the benchmarking project?
   - To collect comparative information for performance measurement
   - To improve a specific product
   - To improve a specific process
   - To change the overall strategy of the company

3. How successful was the benchmarking project in your opinion?
   - Complete failure
   - Unsuccessful
   - Successful
   - Extremely successful

4. The extent to which the company's strategy, as a whole, was taken into consideration in planning the benchmarking project can be described as:
   - None
   - Little
   - High
   - Very high

5. The level of involvement by top management in this project can be described as:
   - None
   - Little
   - High
   - Very high

6. The extent to which critical success factors were taken into consideration in the benchmarking project can be described as:
   - None
   - Little
   - High
   - Very high

7. Did you do a cost: benefit analysis before you embarked on the project?
   - Yes
   - No

For office use only

V1 1-3
V2 4
V3 5
V4 6
V5 7
V6 8
V7 9
V8 10
V9 11
8. The length of the benchmarking project was:

- 0-3 months
- 4-6 months
- 7-9 months
- 10-12 months
- > 12 months

9. In your opinion, did you try to achieve too much with this specific project?

- Yes
- No

10. The extent to which the company studied its own product or process which was the topic of the benchmarking project can be described as:

- None
- Little
- High
- Very high

11. Did your company conduct internal benchmarking before embarking on external benchmarking?

- Yes
- No

12. The extent of the company's previous benchmarking experience can be described as:

- None
- Little
- High
- Very high

13. The extent of the participation of external benchmarking consultants in the project can be described as:

- None
- Little
- High
- Very high

14. The extent of the training (specifically in benchmarking) of the persons involved in the project can be described as:

- None
- Little
- High
- Very high

15. The size of the benchmarking partner(s) as compared to the size of your company can be described as:

- Smaller
- Similar size
- Bigger

16. How many benchmarking partners were there?

- 1
- 2
- 3
- 4
- More than 4

17. The benchmarking partner(s) used in the project can be classified as follows:

- All from the same industry
- Mostly from the same industry
- Half from the same industry
- Mostly from other industries
- All from other industries

18. The benchmarking partner(s) used in the project can be classified as follows:

- All direct competitors
- Mostly direct competitors
- Half were direct competitors
- Mostly not direct competitors
- No direct competitors
19. The benchmarking partner(s) used in the project can be classified as follows:

- All from South Africa
- Mostly from South Africa
- Half from South Africa
- Mostly international
- All international

20. The extent of trust that existed between your company and the benchmarking partner(s) can be described as:

- None
- Little
- High
- Very high
- Varied according to partners

21. The extent to which resources such as time, money and equipment were allocated to the project can be described as:

- None
- Little
- High
- Very high

22. Did you use a formal questionnaire to guide the benchmarking team in the collection of information?

- Yes
- No

23. The extent to which employee inputs were encouraged on the benchmarking project can be described as:

- None
- Little
- High
- Very high

24. The extent to which ethical and moral aspects were considered in the benchmarking project can be described as:

- None
- Little
- High
- Very high

25. The extent to which legal aspects were considered in the benchmarking project can be described as:

- None
- Little
- High
- Very high

26. Did you sign an agreement with your benchmarking partners to keep the information gathered confidential?

- Yes
- No

27. Did you agree with your benchmarking partners to abide by a code of conduct?

- Yes
- No

28. Did your company conduct a pilot run before the actual benchmarking began?

- Yes
- No

29. Did your company specifically decide that change was needed within a certain area before the project began?

- Yes
- No
30. Did you formulate a formal plan to implement the changes that were identified during the benchmarking project?

Yes  No

31. The extent to which you kept to a timetable can be described as:

None  Little  High  Very high

32. The extent to which you kept to a budget can be described as:

None  Little  High  Very high

33. The extent to which people throughout the company was informed about the findings of the benchmarking project can be described as:

None  Little  High  Very high

34. Did you compile a report on the findings of the benchmarking project?

Yes  No

35. Name any other factors that, in your opinion, influenced the success/failure of the benchmarking project.

36. In which sector does your company conduct business?

The completion of the following section is optional

Name of company

Name of person completing the questionnaire

Telephone number

Thank you very much for your time and effort
### Kontrolelys vir die uitvoering van ‘n normeringsprojek

Dit is moontlik dat al die faktore wat bydra tot die sukses van die projek wat hieronder genoem word nie op die ondememing van toepassing is nie. Telkens waar die antwoord op ‘n vraag “nee” is, moet alle negatiewe implikasies daarvan deeglik oorweeg word.

<table>
<thead>
<tr>
<th>Faktor wat bydra tot die sukses van die projek</th>
<th>Ja</th>
<th>Nee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Faktore wat verband hou met beplanning</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.1 Kritiese faktore</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.1 Is ‘n kostevoordeelanalise uitgevoer?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.2 Is ‘n formele plan geformeerd om die verbeteringe te implementeer?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.2 Belangrike faktore</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.1 Is die algehele strategie van die ondememing in ag geneem tydens die beplanning van die projek?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.2 Is die kritiese suksesfaktore van die ondememing in ag geneem op die projek?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.3 Is die produk of proses wat die onderwerp van die projek is binne die ondememing self bestudeer?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.4 Is voldoende hulpbronne aan die projek toegeken?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.5 Is ‘n tyrooster opgestel?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.6 Word die vordering van die projek voortdurend teen die spertye in die tyrooster vergelyk?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.7</td>
<td>Is 'n begroting opgestel?</td>
<td></td>
</tr>
<tr>
<td>-------</td>
<td>--------------------------</td>
<td></td>
</tr>
<tr>
<td>1.2.8</td>
<td>Word die werklike kostes voortdurend gemee teen die begrote kostes?</td>
<td></td>
</tr>
</tbody>
</table>

### 1.3 Ander faktore

<table>
<thead>
<tr>
<th>1.3.1</th>
<th>Is interne normering voor eksterne normering toegepas?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3.2</td>
<td>Is 'n formele vraelys opgestel waarvolgens inligting versamel word?</td>
</tr>
<tr>
<td>1.3.3</td>
<td>Is 'n toetslopie uitgevoer voordat direkte skakeling met die normeringsvennote gemaak is?</td>
</tr>
<tr>
<td>1.3.4</td>
<td>Is 'n besluit geneem dat verandering binne 'n spesifieke area benodig word?</td>
</tr>
</tbody>
</table>

### 2. Faktore wat verband hou met die persone betrokke op die projek

#### 2.1 Belangrike faktore

<table>
<thead>
<tr>
<th>2.1.1</th>
<th>Is topbestuur deurlopend betrokke by die projek?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.2</td>
<td>Is persone met vorige ondervinding in normering betrek op die projek?</td>
</tr>
<tr>
<td>2.1.3</td>
<td>Is daar van eksterne normeringskonsultante gebruik gemaak?</td>
</tr>
<tr>
<td>2.1.4</td>
<td>Is omvattende opleiding verskaf aan die persone betrokke op die projek?</td>
</tr>
<tr>
<td>2.1.5</td>
<td>Is werknemers aangemoedig om insette te lewer op die projek?</td>
</tr>
</tbody>
</table>
### 3. Faktore wat verband hou met normeringsvennote

#### 3.1 Kritiese faktore

<table>
<thead>
<tr>
<th>3.1.1</th>
<th>Is aandag geskenk aan die vergelykbaarheid van die omstandighede tussen die ondememing en sy normeringsvennote (bv. grootte van ondememings of land waarin besigheid bedryf word)?</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.2</td>
<td>Is oorweging geskenk aan die optimum aantal normeringsvennote?</td>
</tr>
<tr>
<td>3.1.3</td>
<td>Sluit normeringsvennote ook ondememings in ander industrieë in?</td>
</tr>
</tbody>
</table>

#### 3.2 Anders faktore

| 3.2.1 | Sluit normeringsvennote ook direkte mededingers in?                                                                                                                                          |

### 4. Faktore wat verband hou met die lengte van die projek

#### 4.1 Kritiese faktore

| 4.1.1 | Is daar spesifiek gepoog om die tydsduur van die projek tot die minimum te beperk?                                                                                                         |

#### 4.2 Belangrike faktore

<p>| 4.2.1 | Is daar spesifiek aandag geskenk aan die feit dat daar nie probeer word om te veel met 'n enkele projek te bereik nie?                                                                     |</p>
<table>
<thead>
<tr>
<th>5.</th>
<th>Faktore wat verband hou met die etiese, morele en regsaspekte van normering</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.1</strong></td>
<td>Kritiese faktore</td>
</tr>
<tr>
<td>5.1.1</td>
<td>Is etiese en morele aspekte deeglik in ag geneem op die normeringsprojek?</td>
</tr>
<tr>
<td>5.1.2</td>
<td>Is regsaspekte deeglik in ag geneem op die normeringsprojek?</td>
</tr>
<tr>
<td>5.1.3</td>
<td>Is daar met die normeringsvennote ooreengekom om volgens 'n gedragskode op te tree?</td>
</tr>
<tr>
<td><strong>5.2</strong></td>
<td>Belangrike faktore</td>
</tr>
<tr>
<td>5.2.1</td>
<td>Bestaan daar 'n hoë mate van vertroue tussen die onderneming en sy normeringsvennote?</td>
</tr>
<tr>
<td><strong>5.3</strong></td>
<td>Ander faktore</td>
</tr>
<tr>
<td>5.3.1</td>
<td>Is 'n geheimhoudingsooreenkomst met die normeringsvennote onderteken?</td>
</tr>
<tr>
<td>6.</td>
<td>Faktore wat verband hou met die afhandeling van die normeringsprojek</td>
</tr>
<tr>
<td><strong>6.1</strong></td>
<td>Belangrike faktore</td>
</tr>
<tr>
<td>6.1.1</td>
<td>Is werknemers in diepte ingelig oor die resultate van die normeringsprojek?</td>
</tr>
<tr>
<td><strong>6.2</strong></td>
<td>Ander faktore</td>
</tr>
<tr>
<td>6.2.1</td>
<td>Is 'n verslag opgestel oor die resultate en gevolgtrekkings van die normeringsprojek?</td>
</tr>
</tbody>
</table>