


Benchmarking seminarski rad

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information using cookies. There are a detailed definitions of benchmarking, but it is mostly fair to say that benchmarking is a process of systematic and continuous measurement and comparison of one's own business with the business of × company, which is a leader in the relevant economic field, as defined by the American Center for Productivity and quality. The main purpose of benchmarking is to collect relevant information to improve business efficiency, so it is often defined as a benchmark of quality that is used to compare with the best. Given that benchmarking allows you to identify the best business practices, and therefore identify the key points and directions to improve their own business, modern top management in the services sector is increasingly using benchmarking as the key to business excellence. This method also allows for successful contractual relationships, especially in terms of accurately determining user satisfaction. According to Robert Owen, Benchmarking is an ongoing process of measuring the quality of products and services against the strongest competitors or companies recognized by industry leaders, as well as finding the best practices that lead to superior performance. For some authors, benchmarking is simply a method of learning from the best. There are also aspects of measuring learning to fully understand the evaluation process. Benchmarking has many definitions as a concept, but it is mainly related to the acquisition of knowledge, the adoption of best examples from practice and the dissemination of information. Thus, the simplest thing to say is what benchmarking represents: Perfection itself by learning from others. Most organizations tend to refine definitions according to their own goals and strategies. Two examples were given: Benchmarking is a simple comparison with other organizations, and then a note from what the comparison shows. Benchmarking is a continuous process of evaluating products, services and practices, the fiercest competitors or those companies that are posing as leading (best in class). Benchmarking can still be defined as: the presentation of continuous systematic processes for evaluating products, services and workflows in a best practice organization (benchmark partners) with the aim of improving the company. Where the term is constantly that benchmarking lasts in time. It's not a current, and it's not an activity that happens for a short period of time, because in this case it's certainly not accurate and therefore important information. Systematic - or structured, formalized, analytical, organized -, involves the application of a specific method of benchmarking. For most companies, this fact implies a certain type of benchmarking model that recommends activity in a certain order. The advantage of using a specific structured model can best be seen in companies that employ a large number of employees, most of whom do not, and they should not be specially educated in this area. In short, benchmarking can be defined in a certain way as learning from others. 2. The importance of benchmarking deficiencies charred by improved successful benchmarking yields the significant and tangible results needed in the public sector, which are: gradual changes in performance and innovation, improved quality and productivity, and increased productivity. Benchmarking also has a beneficial effect on aspects needed to support continuous improvement, such as increased productivity awareness and greater openness to relative disadvantages and the good side. Learn from others and have more confidence in developing and applying new approaches. More involvement and motivation for employees to change the program. Increase the willingness to share solutions to common problems and build consensus on what is needed to effect change. A better understanding of the whole picture and a broader view of the participation of factors (or participants) that enable best practice and - closer cooperation and understanding of participants within and between organizations. Benchmarking is particularly useful in collecting the data needed for strategic planning because it provides a much more realistic picture of the environment, points to potential risks, learns from other people's experiences, and ultimately reduces the likelihood of error. Benchmarking information is often used to determine market conditions and predict future market trends. In addition, the reference information indicates the future intentions of key players in the market, trends in the development of goods and services, consumer behavior and more. Benchmarking is a great source of new ideas. One of the first advantages of the long-term benchmarking scale is the introduction of individuals into new products, workflows and routes to manage the company's resources. Benchmarking also allows employees to think outside the box in their workplace, and constantly ask themselves what to do if...?. A common type of benchmarking includes a whole set of production information and processes performed with competing companies or companies deemed excellent. This information is most often collected and used as standards for comparing similar products. Benchmarking is most often seen as a way of determining best practice. On the other hand, many companies have problems with realistic realistic Purposes. Benchmarking sets standards set by the best companies, so that by applying these standards it is easier to determine what is possible and what is not realistically expected, thus setting goals. 3. The theme and concept of benchmarking. When one asks what might be the subject of the benchmarking process, the answer is that almost everything that can be analyzed and measured in the process. The most common activities comparing the benchmarking process are: products and services, workflows, support functions, organizational indicators, strategies, comparing these actions through the benchmarking process, we also get certain information: - finished product, product and service functions - how to produce or provide services (equipment, design, working methods, distribution...), finance, human resources, marketing (work not directly related to the production process), and the fact is that almost any company can use benchmarking without prior formal external training. Benchmarking is a concept that has a significant impact on the progress of companies, and it is necessary to define more clearly what is and what is not, what needs to be done to ensure its proper implementation. Benchmarking is a continuous process, not a time-limited event; it is a research process that provides valuable information rather than simple answers; it is secondary learning from others and a pragmatic search for ideas rather than copying and imitating. It is a process that requires time and discipline rather than a quick and easy process; it is a valuable tool that provides useful information rather than a waste of time. Benchmarking is neither a quick nor an easy process. Benchmarking is not just a palpable phenomenon or a fashion fad, although it is often treated this way. This is because the benchmark process is usually easy to understand for most people. Because of this understanding, benchmarking does not attract much attention, training, support or funding. This lack of attention leads to frequent failures in control projects. As a result of this fact, a five-step benchmarking process was created, and each stage contained a unique set of activities organized by logical sequences. 4. Benchmarking stage 4.1. Stage one: Determining the benchmarking case involves determining what the benchmarking process will be subject to. Determining what to include in benchmarking begins with the question: who are the beneficiaries of benchmarking information? This first step of the process is to determine users of benchmarking information, i.e. who asks for information, who will use it and for what. Once benchmarking subjects and user requests are known, it will be possible to identify the resources needed to benchmarking research. You don't have to participate in the analysis of the entire process or product because it is impossible. It is best to focus on some aspect, for example, it can be studied Employees or reward method, etc. also need to be timely defined methods of measurement, which greatly simplifies the work and especially communication with benchmarking partners. Identifying users of benchmarking information, to put it simply, determining who needs the information and who will use it is an important step for the following reasons: - Users, in most cases, individuals or groups with their needs. Based on the factor (market conditions, new technologies, new opportunities), users begin the process of determining which products, services or processes they consider suitable for benchmarking. The key word in this sense is necessity. Users can also provide specific examples of what information they think should be collected during the benchmarking process. Customers may also suggest companies or types of companies that they believe should be benchmarking partners should be included in the benchmarking study. Users also determine the timing of the benchmarking process - Users often provide the necessary support for benchmarking activities, i.e. the necessary funds. These include people who will perform tasks set in the benchmarking plan, support staff (lawyers, informants, administration), as well as funds (for travel expenses, telephones, reporting). Responding to these questions about who users are and whose requests should be considered, there are several types of users to consider when determining the user base: - management, - benchmarking group and other users benchmark information that benchmark users should be clearly defined before conducting benchmarking activities. Timely review and understanding of user requests helps to avoid unnecessary time and work and obtaining useless or unusable information. Without adequately examining the situation in your own organization and assessing the needs of users, errors that cost the company a lot of time and money can very easily happen, and in the end, they can trigger decisions that are based on insufficient information. The diagnostic process is an extremely important activity performed by users, but is equally important if the user is a benchmarking group. This type of research will help make sure that team members can see how understandable they are to determine the nature of their requirements before they get started. A summary of the diagnostic phase can be provided as follows: The effort to do is to determine how many current bench users should be consulted before starting the benchmarking process. The basic characteristic of benchmarking is determined on the basis of the desired benchmarking targets of the activity. Specifically, whether it's internal, competitive or common criterion, or a combination of these three types. After as needs are set, it is necessary to determine the focus of benchmarking research, whether it is a product or a service, a workflow, a process, performance (income or expenses), strategies or other aspects of the business. The use of information needs to be predicted in a timely manner, because it doesn't matter whether it will be used to compare products or processes, as a source of stimulating new ideas, to develop a strategic plan, forecasting, or anything else. The alleged use of reference information affects the efforts required to identify and collect them. The amount of information desired is an important aspect of the overall needs of users - It is generally assumed that the information collected during benchmarking studies is of high quality. However, the degree of fidelity (reality) and the degree of reliability should be distinguished. Users' reporting requirements as a result of benchmarking have a significant impact on the entire project, user, and organization. If there is no particular criticism and the need for detail, most organizations do not want to receive too large benchmarking reports. The nature of benchmarking affects the amount of projected benchmarking measures. User requests vary in this sense, but can usually be classified into three categories: an event at one point where benchmarking is defined as a unique event that has a start date and an end date. These are usually lonely projects where there is usually no intention of repetition. Repetitive activity. Some organizations conduct a follow-up analysis as standard business practices and plan their monitoring activities according to the calendar, for example, quarterly or annually. Continuous activity. The continuation of the bench is not limited as a recurring event. This type of benchmarking activity is typical of those organizations that have adopted a broader understanding of benchmarking and have built these activities into continuous improvement activities. The first phase of the benchmarking process, identifying reference ingredients, involves identifying user requests for basic information and identifying critical success factors that determine the scope of research. These actions must be completed before moving on to the next stage of the process. Before moving on to the second phase of the process, a list of problems should be considered: 1. Beneficiaries of benchmarking studies should be identified by primary and secondary users; 2. Contact potential beneficiaries of benchmarking information; identify user requests. Members of the benchmarking group must meet in person with benchmarking users; Summary of user requests should be compiled and submitted to benchmark users; 5. Benchmarking partners need to understand what is needed to conduct benchmarking research (time, money, people) and support these needs; 6. Identify critical factors of success in which critical critical factors should be measurable as far as possible Success. After all critical factors of success are discussed with benchmarking partners, this summary is a simple overview of the issues discussed and views on agreed parameters, which will then be managed in the benchmarking study. 4.2. Phase 2: The formation of a benchmarking group after the company has identified the need for a benchmarking process to survive in the competitive market, a group of people with different qualifications, skills and experience will participate and coordinate the benchmarking project. The question often arises as to whether the reference process can be carried out by one person. The answer to this question is yes, but many known advantages of teamwork justify the introduction of the team in benchmarking. First, in many benchmarking surveys, a group of staff may provide the main beneficiaries of benchmarking information. Another good reason for using commands is the level of functional knowledge and experience of team members. Different perspectives, search methods, special skills, diverse business connections, physical location - all these are aspects that individual team members bring to the benchmarking process. The team bench (teams) should work in a company in a free and unattended way. Benchmarking can be organized individually, but one of the possibilities is usually used: - the organization of benchmarking departments (meets in large companies around the world with the already continuous use of benchmarking) - a reference organization that we face in the form of: internal working groups; Functional, inter-agency and multi-form team: A special group Or a project management team. Preparatory group: Partner visits team: Typically, there are three main types of benchmarking groups that are defined by their structure and relationships. This is the first type of team that usually takes place in one place where all team members report to a joint manager. In such groups, the manager can (but should not) play the role of the leader of the benchmarking team. These working groups are often the beneficiaries of their own basic research. An important advantage in these situations is that the team should not have outside approval to perform the process. Team members can also set their own requirements or goals based on the information they receive during the study. In most cases, these types of groups have a great chance to set a benchmark as a continuous process that exceeds the scope of any individual study or project. INTERORGANIZATION TEAM These teams are often structured as working groups or are focused on specific tasks and a specific set of users, who are most often sponsor managers. The people selected in these teams are selected because of their specific knowledge and skills, but they also act as representatives of their departments or locations. The manager or project manager of this usually is a person who is not a permanent manager for most team members. In many cases, these types of groups are carriers to work on a specific issue or problem. Once the benchmarking study is complete, the team falls apart. However, there are certain situations in which the team is expected to conduct periodic research. This type of team usually gives recommendations or reports and thus presents the results of its work to sponsors or senior managers of AD HOK TEAM This type of team is basic when it comes to team flexibility. This team can be any of the employees who share a common interest or responsibility, and decide that benchmarking research subject is warranted. A special team can be convened by a person, or a team can be formed as a result of a team decision. Typically, this group identifies a specific subject of the benchmark and continues to function until benchmarking studies are completed. This type of team can be made up of managers or others - all employees who have determined their need for benchmarking information. Mature benchmarking companies have increased their ability to form special teams. These organizations create an environment in which this type of activity and initiative is expected and recommended. Employees look at the possibility of using benchmarking in any situation that can be justified by research. For organizations that are just starting out with benchmarking, it may be a few years before the creation of a special team bench becomes a reality. The size of the benchmarking group may vary, although experienced benchmarking managers have concluded that the optimal team consists of three to 10 members. For the project itself to be successful, members of the benchmarking team must have certain characteristics: Ability: I can do this - functional expertise - implies that employees of the company in relation to the process that is subject to benchmarking. These people know the difference between data that may indicate the possibility of improvement for their company. Internal reliability: involves respected members of the company in order to take into account their recommendation on the benchmarking process. They are usually the leaders of public opinion in the company. Communication skills - effective speech skills provide clear questions to partners and complete and accurate answers. Teamwork is a mutual good cooperation of motivation: I want - Motivation - work with people who perform their tasks with a certain degree of motivation, because it is the only way to achieve effective results. All abilities in the world do not matter if a person does not want to participate in the work of the benchmarking team and be a member. Most benchmarking organizations offer formal training for staff members who will participate in the benchmarking process. This training is mainly focused on organizational information requirements, the philosophy of benchmarking and specific models Effective monitoring measures require the training or possibly better training of those involved in the benchmarking project. The most successful way to understand understanding through two types of training: an internal and external curriculum. The internal training program refers to the training of members of the organization during working hours and does not require much cost to the organization, both on time and in money. The methods used in these trainings are: video presentations, audiotapes, active conversations related to a particular topic, lectures, etc. - The external training program implies a basic degree for companies that have started benchmarking, or have very little knowledge of it; secondary education for those who have already started benchmarking and have some knowledge of the process; and a degree for those who successfully apply benchmarking and seek additional knowledge. This type of training includes strategy workshops, workshops, research trips, conferences, consultations and consultations. There are several groups of employees in each company who react differently to benchmarking. Passive proponents understand the need for change, but are not sure that benchmarking is the right way to do it. Active proponents are actively involved in and supporting the benchmarking process, and neutrals do not accept or show interest in 4.3. Stage three: Identifying benchmarking partner Benchmarking is any person or organization that supplies information to internal benchmarking research. This chapter focuses on information: information from people (internal or external), experts, analysts, researchers, consultants and information from the organization's own, other organizations, governments, researchers, universities, professional associations, etc. The benchmarking process is a great opportunity to learn from the best. In most cases, companies are willing to cooperate in the field of benchmarking research, especially if they are approached in an orderly and professional manner. If you've surveyed the best benchmark partners and it's believed that there's a group of best practice organizations that includes competitors, similar organizations, and functional partners, there are a few useful questions to ask. One of the fundamental questions is whether they are also conducting benchmarking research to develop and improve their own products and services. A partner selected as a best practice organization may have already conducted a study of the same processes at a certain level. If this turns out to be the case, they may be able to share some of their sources of information. The likelihood that these types of sources will be available to benchmarking partners increases as the number of monitoring organizations increases. In addition, the chances of finding other benchmarking organizations are greater if the research focuses on the choice of areas of interest to most organizations (improved relations with consumers). Where are the reliable and useful sources of reference information? Information is located where you look for it, or appears during your normal work (or during life). One thing is clear: there is certainly no shortage of information. The task of the marker bench is to identify a set of information that is directly important for the subject of benchmarking and which can be relied upon as valid and credible. What is the actual (real) information? Credibility is related to the integrity and completeness of the piece of information. First, is the information correct? Does it accurately reflect an object or object to describe? Are the sources of information known as accurate and honest? If the source of the information is used as a best practice organization in the required field of research, how safe can these links be? Actual sources must be licensed or accredited (e.g. university), official (e.g. government agencies), experts (e.g. analysts, consultants) or formal (e.g. business or trade journals). What is reliable information? As in reality, fidelity has much to do with trust in the source. Information is accurate if it can be properly disclosed regardless of the time, day, week in which the information is received. He can be sure that if the question was asked twice at times, the same answer was received (implying that the facts do not change over time). What sources of information about benchmarking are acceptable? Information is not very useful if you don't have access to it. It is one thing to identify a reliable source of information and another to have access to these sources and to receive a satisfactory response from them. The task of identifying a benchmark partner that will deliver useful information is really about finding best practices and constantly improving. One common theme of benchmarking is the search for industries or functional activities that can be classified as the best in class, world class or as representatives of best practices. The basic premise of benchmarking is to learn something valuable from another, or elsewhere, something that will help make the job better and more efficient. Forming a list of potential benchmarking partners is challenging and often leads to a long list of companies considered to be the best in the field of activity that we want to compare with our operations. The census is also based on secondary studies and information is assessed from as many sources as possible. The more sources are checked and a certain similarity between them is determined, the more likely it is that a company will identify a representative with best practices. This is especially useful: special reviews. It's easy to find companies that awards from industry groups, trade associations, professional associations and other official groups. Data Data awards can be found in special publications, newspapers or professional magazines, as well as pointing out achievements in a particular area. While these types of awards sometimes have little to do with the actual characteristics of an organization, they can shed light on an area of excellence that guides the search for best practices. Attention to the media. Organizations frequently mentioned in the media, especially in popular or business media, often gain a reputation as a good example. Professional associations. Professional associations and societies can often advise on best practices in a particular area. Independent reports. Special reports prepared by data or professional organizations, consumer associations, analysts, government agencies, specialized institutes or universities can draw attention to organizations considered exemplary. They are also available to the public, usually in the form of a mailing list that provides constant coverage of new research and reports. Independent reports are often reliable and important sources of information. The company's reputation has been achieved with the help of professionals who speak positively about it to other professionals. Positive comments of respected trusted professionals are often repeated by others. Consultants. Consultants often specialize in providing information in certain areas. Recognized consulting firms, large or small, increasingly specialize in providing benchmarking services. Services include identifying companies with best practices and getting companies to know each other. Phase 4.4. The fourth phase: The collection and analysis of the subsequent stage of benchmarking is often referred to in literature as a problem of self-discovery. Great martial arts teachers often said that a person must first know or understand himself in order to understand others. This kind of philosophical fact exists in benchmarking. One of the main roles of bench marketing is to know your own business processes and the products and services they create before the company understands other people's business processes, as well as their products and services. In accordance with the beginning of this paragraph, before collecting information about other companies, the company will first need to collect real information about its own business. At the heart of this fact is the company's participation in the development of domestic benchmarking marketing. Sometimes this simply involves measuring and documenting the activities of a given company. The analysis begins by examining its own current state, which can be described as the original state. The results that can be obtained through this approach may provide different ideas for improving the business, which may be a definite incentive to speculate about changes in the strategy. The rappers who are taken here in a rite define the entire business of the company, and that Profitability, market position, products and services, innovation, costs, employees, strategy and strategic challenges. This is primarily important for several reasons. The first reason is that in the absence of a good study of business processes and results, whatever they may be, and their good understanding, nothing can be done according to the plan to improve them. Another reason can be given is that without detailed analysis in the company itself it is impossible to predict the possibility of internal benchmarking. In practice, it is very difficult to disclose the sources of information and support that exist in the organization. The third reason refers to the fact that when another company is asked about its activities, it also wants the same information about the request for information and instructions, and therefore they are awaiting a response. If we recall the fact that sometimes it is very difficult to get the information necessary in practice, it can create an image for the company, which would exude the general unpreparedness of the company to destroy, which can greatly affect its business rating. Thus, his market position is violated by these actions. When the management of a banjo marketing company decides what information they need and which organizations they want to study, it is important to identify the methods of data collection that will be used in the study. Factors that most influence the choice of methods: Time out. The amount of time available to gather information also determines the number of sources that can be studied and the method of use. For example, scheduling and holding face-to-face meetings takes much longer than a phone interview. Restricting the source. The number and type of people and available support also influence the choice of data collection methods. For example, if there is not enough money for travel, the number of visits should be severely limited - Experience. People tend to use the methods they know best to collect data. For example, if members of a benchmarking team have good experience with the telephone method of gathering information, they are likely to use this method in future studies. The philosophy of gathering information. Many organizations develop their own philosophy of gathering information based on the experience and personal characteristics of key criteria. Philosophy also influences the choice of method used by the benchmarking group. For example, the most experienced reference companies prefer personal visits to organizations that work on best practices. Their reason is primarily that you can ask more details that there is an opportunity to have conversations and make closer personal connections for employees of the best organizations. Other companies prefer phone calls as a method, and visits are only used at least, and are handled primarily at the expense of lower costs. There are the following basic methods of collecting information: When considering a possible information-gathering strategy, you should consider telephone interviews, face-to-face meetings and visits, research, publications/media, archival research, when considering a possible information-gathering strategy. - Consider the use of multiple data collection methods. The best results in information collection are obtained through all of the above methods. This usually results and does his job. This phase can be described as the most demanding in the process of benchmarking marketing, since the contractors of this project in the company are expected to process a large amount of data that came through the research. This data consists of a bunch of numbers and reports to read, sort and present to management, so it can be used in planning a strategy. Because the data is in a bad form, it must go through the process of sorting and organizing data collected from the various business partners the company is working with. To a large extent or the success of the bench marketing process depends on how the person's face information, and whether they will be useful to the organization. Once the data has been edited, it must be organized in such a way that it is peer-reviewed and comparable. When comparing data from a partner, data collected within the company can determine the difference that exists in the achievements. For a number of reasons, the data obtained from the study may not give a real picture of the observed size. A group implementing a basic marketing program could be mistaken in interpreting data from their partner or in interpreting data obtained through a conversation or posting a questionnaire. Errors can also occur when recording and rewriting data. For this reason, it is necessary to check whether the team involved in the marketing of the bench made any mistakes, and whether the data presented by them was correct. Particular attention should be paid to the questionable data they have received from their partners, which may lead them on the wrong path. The process of assessing information involves eliminating unrealistic, inaccurate, misleading and irrelevant data. Useful information recognized in the benchmarking process should be collected and organized according to patterns that can be analyzed to recognize a particular trend. Only when the trend is known can you draw conclusions about strategy, planning and results. Only when the reliability of the collected data is assessed and its authenticity can not be put into question, only then conclusions based on the collected information can be available. The level of analysis and the type of findings that an organization uses is the result of their benchmarking activities as a whole and fall into several categories: Documenting one's own internal process. One of the most useful products of the benchmarking process is internal analysis, which precedes external benchmarking. For many organizations, this can be a unique opportunity to dissociate themselves from their thinking from today to tomorrow and pay more attention to the intricacies of their own processes. For example, when a reference organization uses process mapping, it can identify special steps in a process that has never been officially documented. Internal analysis of the process helps specialists to establish contacts and form an internal network. In the end, it is possible to identify a group or employee who can benefit from a benchmark effort that will additionally transfer benefits across the organization. At best, the goal is not only to identify people who will benefit from benchmarking, but also to find internal partners who are willing to actively participate in benchmarking activities. Knowing your own strengths and weaknesses. The main result of many benchmarking studies is reflected in the understanding of their own strengths and weaknesses. This information usually comes from those who understand the business process, s employees, users, suppliers, competitors and end consumers. A second look at the organization may come from benchmarking partners. Regardless of best practices in other countries, there is considerable feedback about your own organization. This implies an open way of thinking and respect for the opinions of others. In many cases, the information received is of paramount importance and stimulates the benchmarking organization. Determining omissions. One of the most traditional benchmarking goals involves comparing products, services, processes and business results between their own organization and competitors or best practices. The purpose of these analyses is to find existing spaces and deviations. In most cases, attention is focused on negative deviations when their own products, services, processes, or results are rejected in a negative way (they are worse) than the metrics in the organization with which the comparison is made. Of course, there are areas and situations where their own organization has an advantage over others or clearly outperforms these situations are not of interest to benchmarkers. 4.5. Phase 5: Taking action as the main reason why we might like to take certain stocks on the bench. Looking at the order of action, you can see that this stage is the last, but it is also important to note that it takes the most effort to accomplish it. The reason for this lies primarily in the fact that the reference process is carried out to encourage the desire to do something about it. In some companies, benchmarking is understood in a very different way, and therefore they accept benchmarking as a process that is only carried out when a change decision is made, so this is understood as an activity that leads to change, not as an activity that initiates change. Some activities are undertaken at this stage of the process. In the fifth phase of the benchmarking process, there are several typical activities, sometimes all of them performed, and sometimes only a few of the above. Preparation of benchmarking reports: Presentation of user benchmark results; Notification of conclusions, internal and external partners - exploring opportunities to improve products or processes, learning new ideas and concepts, forming a reference network; Encourage recycling that changes and improves the use of processes and introduces new benchmarking themes. The preparation of the basic report is an operation carried out after an analysis by the benchmarking team. The report they produce should be used for the following purposes: as a report to be submitted to benchmarking users; As a summary of the data collected and processed; As a report on which organizations participated in the study and key contacts; As a communicative product for internal employees; - as a basis for communicating with Parties.; - as a record of the benchmark database. Benchmarking. When submitting marketing reports to the bench, the team has a connection with the end users of this type of report. The beneficiaries are mainly different management structures, and other groups regret learning and forecasting if they are also certain managers who are recruited as professional consultants. Monitoring reports and presentations provide an opportunity to expand the audience that listens to the findings of benchmarking, and stimulate activity to initiate changes. In fashion companies and large companies, benchmarking can be presented in different ways, in different ways, such as: direct written reports, publication of reports in internal journals of the company. There are also specialized shows that give time and opportunity for bench marketing teams to meet and share their results and experiences. Companies that have recognized the importance of bench marketing in time and within their company integrated a successful marketing bench to use it as a regular notification system that can be noticed by any employee. Notice the findings, internal and external partners What can be singled out as one of the important activities that benchmark marketing has in the company to find ways and opportunities to improve products and processes. Benchmarking as a process that is littered with new ideas that arise in his regular process. Since it is known that the market economy is constantly hungry for ideas, it is a great temptation to take immediate action based on early conclusions. The managers of the benchmarking process must decide which of the measures they will take as a result of their monitoring activities. Most improvements and processes, product improvements that the benchmarking group does, usually involve one or more effects of improvement: improved product/process. At this stage, the tests use reference information to change current products or processes. These changes can be subtle or dramatic. The team must also realistically look at the time and resources required to make a promotion. For some criteria, the process of implementing change is dramatic and rapid. Once a decision is made and resources are provided, changes occur almost immediately (e.g. installing new equipment). For most teams, the results of their promotion are not so quick and dramatic. In some cases, promotions can be so subtle that it is difficult to measure. The key indicator of success is whether the improvement in the process meets the user's requirements. Training. For many teams, the consequences of benchmarking are an opportunity to learn something new and bring new ideas to the organization. Forming a reference network. Some of the effects of the basic process are not directly related to the observed problem. One of them, is the formation of a reference network. People involved in benchmarking projects have links with other companies, with organizations from other industries. At the same time benchmarking benchmarking so-called aggression is on the rise. informal benchmarking, which also collects some information. The network you've created should always be active. As with all processes that take place over a long period of time, both in the benchmarking process over time, benchmarking persons become more experienced and their conclusions become more valuable and more applicable in business. The bench has a difficult task because the search for best practices and sources of information almost never ends. It is often the case that teams end their research with a series of new ideas and solutions. After almost every visit to the organization, benchmarkers come back with a bunch of new ideas and recommendations. If the launch process is to remain a benchmark and a means of continuous and continuous improvement, it must be constantly implemented, because what was new today is becoming obsolete tomorrow. The continuous benchmarking process can only be sustained if it updates and expands its database. It is no coincidence that the final stage of one benchmarking project represents the beginning of another. As you know that in an ideal business, competition is perhaps one of the most individual items affecting a company's business, constant efforts must be made to keep up in order for the business to be efficient and competitive. The facts set out in the previous article are specific to the formal Vienna process, which follows specific procedures and is very extensive and lengthy, so it requires more funding and more time to implement. In practice, however, there is another reference model, consisting of a number of different stages, which is the so-called benchmark market. unofficial - special benchmarking. Because of its simplicity and efficiency, it is often used by small companies. Informal benchmarking includes activities such as: Research of simple procedures; Reading journals that handle topics about similar production and/or business processes; Discussions with competitors or employees of competing organizations about common problems or issues. In this case, the conversation reveals or does not disclose the correct intentions; Analysis of competition in the market. Instructions to consumers accurately compare our work with competition, where data must be objective, and control answers to the pressure in which you are above, subordinate or equal to competition. No matter what the benchmark model is, it is typical that they all contain three main stages: Preparing for benchmarking; Collecting and analysing the information collected; Use learned to improve. The unofficial benchmark may miss the first two steps, but its goal, as in the case of formal benchmarking, is to improve. Although it does not require the same level and design, as a formal benchmarking, it includes: Analysis of its products, services and processes; Discovering what others are doing Comparing the state and defining the definition Encouraging change and improvement. LITERATURE: Marketing - Professor Dr. Nevenka Nishin, prof. dr. Be'ri Kalach download workshop work on words Free Workshop Works

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