



Introducing the...

"NZ BENCHMARKING CLUB"

New Zealand's flagship Club for organisations that are committed to achieving world-class performance levels by working together and sharing best practices.

A Joint Initiative ...

The New Zealand Benchmarking Club is a joint initiative that is managed by Massey University's Centre for Organisational Excellence Research (COER), and supported by the New Zealand Business Excellence Foundation (NZBEF). The Club offers an exciting opportunity for organisations to work together, share best practices, and achieve world-class performance in relation to the internationally recognised Criteria for Performance Excellence (CPE).

Achieving world-class performance levels for any organisation requires a tremendous amount of commitment and hard work. The Club advances organisations along this path through providing services and a methodology that is focused on producing measurable improvements for its members.

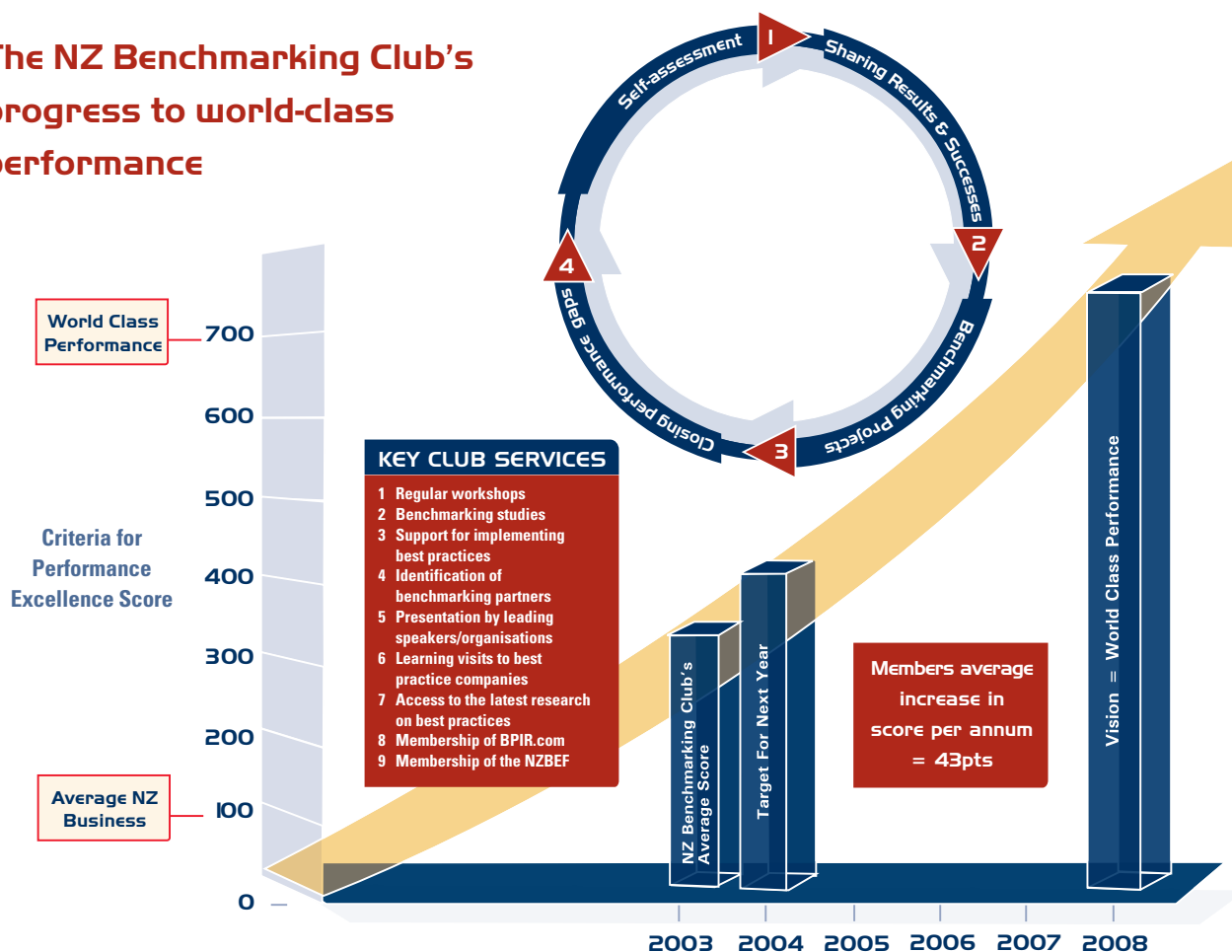
Club Services

The Club helps its members to learn and apply best practices through:

- Providing a free self-assessment pack and feedback report of each member's performance relative to the CPE and to other Club members. (NB Training in completing the self-assessment is also available to members.)
- Providing free membership to one of the world's leading benchmarking and performance improvement resources (www.BPIR.com) for up to 10 individuals from your organisation.
- Providing regular "core meetings" that encourage members to share experiences and learn from other organisations within the Club.

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The NZ Benchmarking Club's progress to world-class performance



Club services

cont.

- Providing informative and in-depth Club Notes that inform members of the progress of all the Club's activities, latest research information, and networking contacts.
- Providing a New Zealand Benchmarking Club website (www.nzbc.org.nz) for member's use.
- Setting up benchmarking studies to identify NZ and international best practices.
- Support for members in researching and implementing best practices through COER's team of PhD researchers.
- Helping organisations to identify benchmarking partners from both inside and outside of the Club.
- Providing free access to the Club's best practice reports.
- Inviting leading speakers/organisations to present on best practices at Club meetings.
- Arranging learning visits to best practice companies.
- Delivering at least one on-site presentation per year to your senior management team/staff to inform them of the Club's research findings.
- Providing access to leading organisations in New Zealand via the NZBEF, and internationally through the Global Benchmarking Network.
- Providing free membership to the New Zealand Business Excellence Foundation for organisations of less than 150 employees and \$1,500 off NZBEF membership fees for larger organisations. Note all members of the New Zealand Benchmarking Club are required to be members of the NZBEF.
- Providing a 15% discount off all NZBEF services (with the exception of the NZBEF's awards application service). These discounts are on top of the standard NZBEF member discounts.
- Arranging priority access to the NZBEF's Awards programme and the National Evaluator panel.
- Enabling members to shape the direction of the Club and the services it provides so that it best meets member needs.

Delivering the Vision

For the Club to deliver its vision of "world-class performance by members" a common agreement on the definition of world class has been made so that progress can be measured ...

In the context of the Club, world-class is considered as achieving over 700 points against the CPE. In light of this, a key objective has been set for the Club's members to improve their point score by at least 50 points per year so that over time, this objective will be met. On average, Club members have improved their score by 43 points per year – a significant achievement when one considers that an average NZ organisation is believed to score between 125 to 175 points.

The vision will be achieved through the members' participation in a four-step self-assessment process supported by the Club's benchmarking services (see Figure on front cover). Each year all members undergo a quick but high value self-assessment to identify their strengths and opportunities and track progress against the Club's vision. Through analysing the Club's self-assessment results, information on those organisations that perform well for specific practices (the 19 CPE Items) is shared so that other member organisations can learn from them.

In addition to self-assessment participation, "core meetings" are held every three months to identify mutual opportunities and to share best practices. These meetings focus, in turn, on the six-enabler criteria of the CPE. Therefore, meetings are held on:

- Leadership
- Strategic Planning
- Customer & Market Focus
- Measurement, Analysis & Knowledge Management
- Human Resource Focus
- Process Management

As a result of each major meeting a benchmarking project is identified that will bring significant benefits to the majority of Club members. These projects are aimed at identifying best practices and require Club members to contact/visit the best organisations in New Zealand and overseas. PhD students that are specialising in the topic area support most or all of the benchmarking projects.

Having obtained the latest information on best practice for a specific topic from the benchmarking project report, Club members are then encouraged to adopt this practice into their business practices, thereby engendering performance improvement. Verification of improvement is obtained through the annual self-assessment, and the process begins again.

Typically those attending the core meetings are managers/directors who have a good overall understanding of their organisation's activities and priorities for improvement. Those involved in benchmarking studies are managers or staff who have an in-depth direct knowledge of the particular area being discussed and/or benchmarked.

"High performing organisations are likely to remain in business."

Our Vision

World-class performance by members and widespread adoption of excellent business practices within New Zealand.

Our Mission

To continuously improve the performance of members through benchmarking and the application of internationally recognised business excellence criteria. To utilise the knowledge gained from the Club to promote and foster business excellence practices within New Zealand to improve our international competitiveness.



Why Benchmarking and Business Excellence?

The combination of benchmarking with business excellence assessment represents a powerful set of tools. Self-assessment against a business excellence model identifies an organisation's strengths and weaknesses whilst benchmarking then enables an organisation to identify and implement the best practices required to improve.

The strength of benchmarking is firstly, that it indicates that higher performance levels are achievable, hence discrediting those who argue that "it can't be done", and secondly, it fosters a pressure for change on the grounds that the high-performing organisations are likely to remain in business whereas low-performing ones will not.

Business improvement through benchmarking leads to excellent financial and market results ...

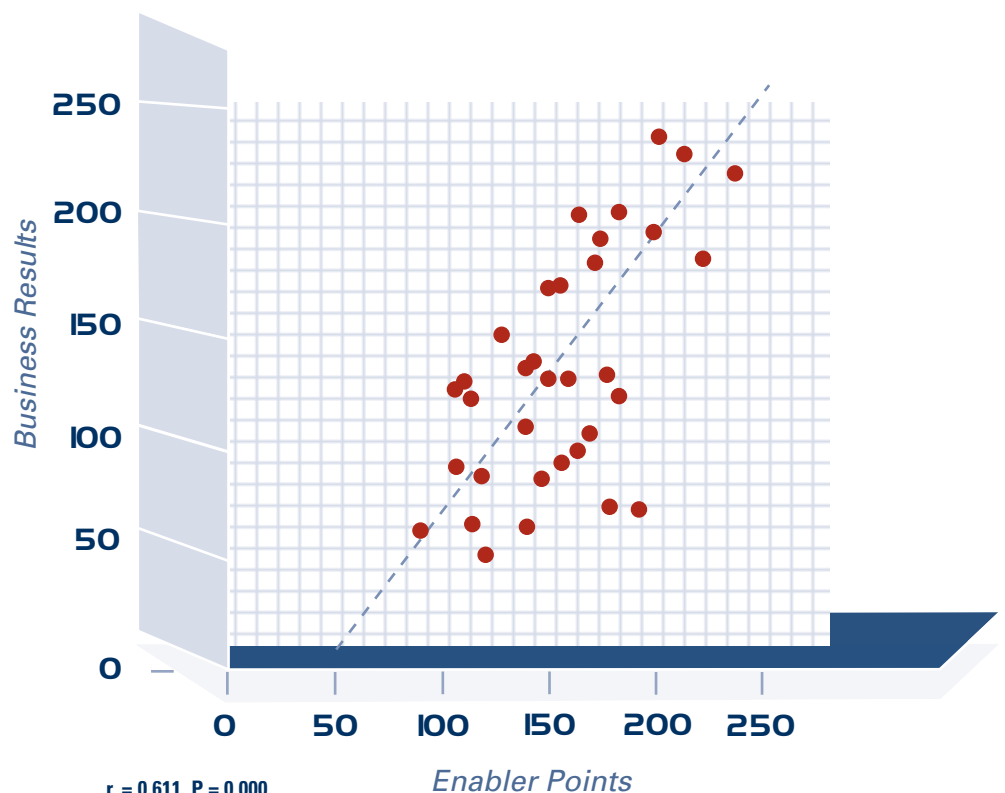
An analysis of the NZ Benchmarking Club's self-assessment results from members provides direct evidence that pursuing a business excellence strategy does bring significant rewards – see the Figure below.

This shows that those Club members that have better management systems/enablers are more likely to achieve better financial and market results. Such data provides further reinforcement to the Club's members that it is following the right path for its long-term success (including financial success).

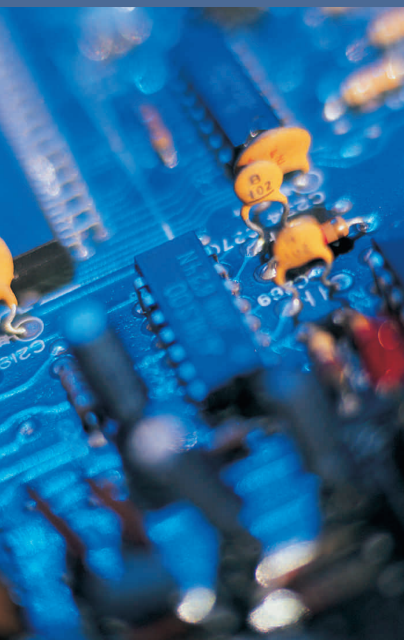
Business Excellence Pays

Relationship between Scores for Enabler Points & Business Results

(as assessed by the Balridge Model - data from Club members)



(points in Leadership, Strategic Planning, Customer & Market Focus, Measurement, Analysis. & Knowledge Management, Human Resource Focus & Process Management)



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Additional Services for Members

In addition to the standard services provided to all members, COER also provides additional services that members can purchase at a discount.

The additional services are categorized into the following two groups:

Member Improvement

This is designed to assist members reach their improvement goals, and includes:

- **Facilitation** of the annual self-assessment, including the production of an improvement action plan.
- **Assistance** (i.e. facilitation and on-going monitoring) of a fast-track business excellence programme that will deliver at least a 50-point improvement year on year. This option includes facilitation of the annual self-assessment.
- **Assistance** in introducing a benchmarking programme specifically orientated to the member. This would be of particular assistance to organisations that wish to learn from other organizations and show demonstrable improvements against world-class benchmarks.
- **Additional benefits**, such as additional places at meetings and conferences and extra copies of best practice reports. This is primarily aimed at larger members with multiple business units.
- Have a **PhD researcher on site** undertaking supervised research in an area that is of direct importance to the member. NB Discount cannot be offered with this option.



Club Improvement

- Donation to the Scholarship Fund. PhD researchers, who also act as facilitators for all work groups, need financial assistance in order that they can continue with their research. Donors have a choice over which PhD programme they sponsor, will be publicly recognized for their generosity, and be kept fully informed of progress.
- Sponsorship of the NZ Benchmarking Club. Whilst providing for members, the Club also has undertaken to promote the widespread adoption of excellent business practices in New Zealand. As it receives no funds from the Government for this, it needs to source income for this activity from benevolent sources.

NB Purchasing any of the available additional services does not provide any added voting rights over standard membership.



NEW MEMBERSHIP PLACES AVAILABLE

Organisations interested in membership can submit an "Expression of Interest" form. This form describes the Club's recruitment process - a process that ensures potential Club members are fully informed of the commitment required to join the Club and that alignment is achieved between the Club's present vision and the strategic direction of potential members. It also outlines membership fees.

If you have any queries or wish to obtain a copy of the Expression of Interest form, please contact
Dr Robin Mann at: COER, Massey University
Private bag 11 222
PALMERSTON NORTH
Fax 06 350 5604 or
e-mail r.s.mann@massey.ac.nz
or download a copy from www.nzbc.org.nz

Current Members include:

- Accident Compensation Corporation
- Actionmail Ltd
- Canterbury Health Laboratories
- Crop & Food Research
- ENZAFODS NZ Ltd
- Fonterra
- Hamilton City Council
- Livestock Improvement
- National Student Relations - Massey University
- Philips New Zealand Ltd
- R & D Solutionz
- Vero Insurance NZ Ltd
- Wellington City Council

Membership
places now
available.