## Contents

Getting the Most from this Book ................................................................. ix
Acknowledgments ...................................................................................... xi

### Part 1: Editor’s Analysis of Case Studies .................................................. 1

*Robert C. Camp, President, Best Practice Institute*

### Part 2: Manufacturing Sector

Introduction .................................................................................................. 5

**Chapter 1:** Crude Oil Analysis and Process Improvement at Chevron........ 13  
*Derek Ransley, President, Ransley & Associates*

**Chapter 2:**Benchmarking the Delivery Process of Casing for Oil Wells at StatOil… 29  
*Finn Strand, Corporate Advisor–Health, Environment, and Safety Staff, StatOil*

**Chapter 3:** Delivering Information at Allied Domecq Spirits & Wine Ltd. ........ 43  
*Bruce Rance, Managing Director, i2i Associates Ltd.*

**Chapter 4:** General Ledger and Consolidation Processes: The Experience of 3M Italy ................................................................. 57  
*Ambrogio Biglia, Logistic and Staff Controller, 3M Italy, and Lucrezia Songini, Assistant Professor of Management Accounting, Bocconi University*

**Chapter 5:** A Journey Without End: Best Practice in the Building Products Sector of Fletcher Challenge ........................................................ 85  
*Sue Patterson, Learning and Best Practices Coordinator, Building Products Sector, Fletcher Challenge, Ltd.*
Chapter 6: Hardware Procurement at NIIT ........................................ 101
Anil Kumar, Vice President, NIIT Ltd., and Ashish Basu,
Chief Operating Officer, Institute of Quality Ltd.

Chapter 7: An Internal Benchmarking Study of Continuous Miner Operations
Within Ingwe Coal Corporation.................................................. 121
Alistair Forbes, Benchmarking Manager, Ingwe Coal Corporation

Part 2 Analysis ........................................................................ 171

Part 3: Service Sector

Introduction.............................................................................. 179

Chapter 8: Applying Benchmarking at Pacific Bell: Skills, Tools, and Techniques.... 187
Alfred Pozos, Manager—Quality Assurance and Business Systems,
California State Automobile Association, Joyce E. Miller, Director—
Business Process and Training, Pacific Bell, and Peter Cartwright,
Manager—Customer Satisfaction Measurement, Pacific Bell

Chapter 9: Internal Benchmarking at Boots The Chemists ......................... 203
Debbie Tolputt and Jayne Welsh, Project Team Managers, and
Pam Squires, Assistant Project Manager, Boots The Chemists

Chapter 10: Application of Benchmarking Techniques for Business Process
Reengineering: IBM Italy’s Procurement Process Reengineering
Model .................................................................................. 219
Luigi Redaelli, Material Logistic Architect, IBM Italy, and
Paolo Confalonieri, Project Manager, Autofab

Chapter 11: Expanding Benchmarking to Include an Entire Industry: Tradenz Best
Practice Study................................................................. 239
Chris Simmons, Managing Director, Benchmark Communications Ltd.,
Joanne Douglas, Business Development Manager, and John Duncan,
Senior Project Manager, New Zealand Trade Development Board

Chapter 12: Benchmarking Improvement and Change: How Quality Award
Winners Do It ....................................................................... 257
Bruce Searles, Principal, Bruce Searles Consulting Pty. Ltd., and Steve
Ambrose, Process Improvement Manager, Westpac Banking Corporation

Chapter 13: Redefining Service Frontiers: Lessons From the Best Practices of the
Housing Development Finance Corporation .................................. 271
Nasser Munjee, Executive Director, Housing Development Finance
Corporation, and D. P. Singh, Principal Consultant, Eicher Consultancy Services
Chapter 14: Improving the Profitability of Canadian Book Publishers: An Example of the Application of Performance Measurement and Benchmarking at Both the Firm and Sector Level ........................................... 285  
*Harvey Goodwin, President, Charles E. Napier Company, Ltd.*

Part 3 Analysis .......................................................................................................................... 327

Part 4: Nonprofit Sector

Introduction .............................................................................................................................. 335

Chapter 15: Improving the Outcomes of Cardiac Surgery: A Benchmarking Study by the Northern New England Cardiovascular Disease Study Group .... 341  
*Cathy S. Ross, Project Coordinator, Cardiac Surgery Improvement, Joseph F. Kasper, Director of the Benchmarking Project, and Gerald T. O’Connor, Research Director, Northern New England Cardiovascular Disease Study Group (Dartmouth Medical School)*

Chapter 16: Benchmarking On-the-job Training ................................................................. 357  
*Darshan Singh, Deputy Director, and Benedict Anandam, Senior Officer, Planning and Research Department, Singapore Productivity and Standards Board*

Chapter 17: Emergence of Benchmarking in Japan ............................................................... 371  
*Tomohiro Takanashi, Consulting Director and Deputy Division Director, The Japan Research Institute, Ltd.*

Chapter 18: The Benchmarking Group in Brazil ................................................................. 385  
*Rosangela Catunda, Vice President, Grifo Enterprises*

Part 4 Analysis .......................................................................................................................... 397

Part 5: Government Sector

Introduction .............................................................................................................................. 405

Chapter 19: Serving the American Public: Best Practices in Resolving Customer Complaints .............................................................................................................. 413  
*Vice President Al Gore’s National Performance Review, Federal Benchmarking Consortium*

*J. T. Northcutt, Sr., Quality Engineering Technical Specialist, and David Yoest, Quality Officer, Sverdrup Technologies, Inc.*
Chapter 21: Benchmarking for a First-class Supply Chain: The Post Office .......... 453
Sylvie Jackson, Director, Sylvie Jackson Associates

Chapter 22: National Australian Local Government Benchmarking Project .......... 473
Susan E. Williams, Manager, Benchmarking, City of Monash

Chapter 23: Syndicate Benchmarking: Water Supply and Sewerage ....................... 499
Roger Patrick, Chief Operating Officer, WRc inc., and Peter Mackenzie,
Director, Department of Land and Water Conservation

Chapter 24: Benchmarking Culture Change at Australia Post ............................... 513
Penny Darbyshire, Research Assistant, and Johanna Macneil,
Senior Lecturer, Deakin University

Part 5 Analysis .............................................................................................................. 535

Part 6: Education Sector

Introduction .................................................................................................................... 543

Chapter 25: Enrollment Management at Babson College ........................................ 549
Susan West Engelkemeyer, Assistant Professor of Management and
Director of Quality, Charles S. Nolan, Dean of Undergraduate Admission,
and C. J. McNair, Professor of Management Accounting, Babson College

Chapter 26: Collaborative Benchmarking in Higher Education ......................... 577
Stefan Bloomfield, Professor of Business Administration,
Oregon State University

Chapter 27: Law Research Supervision at Queensland University Technology ........ 591
Helen Stacy, Research Fellow, Queensland University of Technology

Part 6 Analysis .............................................................................................................. 613

Appendix A: Case Study Sources ............................................................................. 619

Appendix B: Case Study Outline ............................................................................. 627

Index ............................................................................................................................ 629