

# Contents

	<i>Preface</i>	<i>vii</i>
	<i>Acknowledgments</i>	<i>xiii</i>
<b>Part One</b>	<b>Benchmarking Basics</b>	<b>1</b>
1	<b>The Benchmarking Concept</b>	<b>3</b>
	<i>Toward a Definition of Benchmarking • Benchmarking as “Learning” • Types of Benchmarking • Why Use Benchmarking? • What to Benchmark? • Benchmarking—What It Is and What It Isn’t</i>	
2	<b>The Benchmarking Process</b>	<b>38</b>
	<i>Why a Process Model? • Development of a Generic Benchmarking Process • The Five-Stage Benchmarking Process Model</i>	
<b>Part Two</b>	<b>The Five Stages of Benchmarking</b>	<b>51</b>
3	<b>Stage 1: Determining What to Benchmark</b>	<b>53</b>
	<i>Defining the Customers for Benchmarking Information • Determining Customer Requirements for Benchmarking Information • Identifying Critical Success Factors • Benchmarking Process Diagnostics</i>	

4	Stage 2: Forming a Benchmarking Team	80
	<i>Benchmarking as a Team Activity • Types of Benchmarking Teams • Who Is Involved in the Benchmarking Process? • The Benchmarking Team: Roles and Responsibilities • Skills and Attributes of an Effective Benchmarker • Benchmarking Training • The Preliminary Project Calendar</i>	
5	Stage 3: Identifying Benchmark Partners	105
	<i>The Objective: Your Own Benchmarking Information Network • Identifying Information Resources • The Search for Best Practices • Seeking Cooperative Benchmark Partners • Benchmarking Networks: A Core Group of Benchmark Partners • Other Sources of Benchmarking Information • Selecting Benchmark Partners—Take Advantage of the Opportunity</i>	
6	Stage 4: Collecting and Analyzing Benchmarking Information	150
	<i>“Know Thyself” • Information Collection • Benchmarking Protocol • Information Organization • Information Analysis</i>	
7	Stage 5: Taking Action	184
	<i>Producing a Benchmarking Report • Presenting Findings to Benchmarking Customers • Identifying Possible Product and Process Improvements • Seeing the Project Through</i>	
<b>Part Three</b>	<b>Recommendations From Best-Practices Benchmarkers</b>	<b>195</b>
8	Ethical and Legal Issues	197
	<i>Examples of Ethical and Legal Positions of Best-Practices Benchmarking Organizations • Developing Your Own Code of Ethics</i>	
9	Keys to Benchmarking Success	202
	<i>What the Future Holds • Advice From the Best</i>	
	<i>Index</i>	205