The strategic, performance and process benchmarking using for the economic support having in view the UE Aderation

THE STRATEGIC, PERFORMANCE AND PROCESS BENCHMARKING USING FOR THE ECONOMIC SUPPORT HAVING IN VIEW THE UE ADERATION

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Abstract - The benchmark concept is not sufficiently known in Romania. By using the bibliographical data presentation [1] one may say for a good understanding that the word “benchmark” is a term taken from the geometry and refers to a mark used as a reference point for elevation direction comparison. Further, the benchmarking may be defined as “the methodology consists in a permanent search of the best practices in the aim to adopt and to fit their positive aspects and to apply them in order to become the best from the best ones”. There are 4 types of benchmarking, as follows:
- the intern benchmarking: the comparison between the same type of operations and the similar ones from the same organization;
- the concurrent benchmarking: the specific comparison with the competitors on the product, method, processes;
- the functional benchmarking: the comparison of the similar functions between the organizations, which are not concurrent in the same activity sector in order to find the innovative techniques;
- the generic benchmarking: the comparison between organizations of various sectors on processes and working methods.

By using the benchmarking [2] it is possible to be evaluated:
- products and services delivered to the internal and external costumers;
- operations, operational strategies, procedures, processes developed at all departments level and organization functions;
- business and quality culture.

In order to develop a benchmarking process the understanding of the own organization is the most important. It starts by defining and by understanding of all existing situation aspects in the organization in which a benchmark is developed. They may be obtained by searching the answer of such question series as the following:
- which are the needs of the internal and external costumers;
- which is the own system of the quality management;
- the existent system is capable to deliver the necessary funds and resources.

The time and the quality are included through the comparison criteria surveyed by a benchmarking.

The time is directly implied in different processes and for this reason automatically determines that the participants focus their attention on them and the relations between them.

To reduce the time dedicated to different activities implies the productivity increasing, which leads as well an increase of a qualitative perception of costumers as the costs reduction.

As well one may mention a benchmarking for all total quality costs of the organization. The quality benchmarking may be divided as follows:
- external quality benchmarking
- internal quality benchmarking.

The certification organizations may be assimilated to the benchmarking organizations and by extension RENAR may be considered a benchmarking network.

The data bases of such organizations are not enough structured and cannot be used for benchmarking services.

The organizations are not encouraged to initiate and to develop the benchmarking projects, the techniques of this management discipline being insufficiently known.

The systematical approach of benchmarking projects implies the knowledge and
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the using of the benchmarking tools in all four achieving stages:
- the planning:
  1. missions, goals, objectives, flux diagram Processes: priority analysis, critical processes selection, measures definition.
     Outputs: goal project description, motivation, applying field, advantages, measures/methods, necessary times.
  2. project description Processes: to establish the comparison with internal and external partners.
     Outputs: the identification of 3-4 potential partners.
  3. the identification of 3-4 potential partners.
     Processes: priorities establishment, validity of the information collection plan.
- the analysis:
  Inputs:
  1. the information report Processes: the definition of differences between performances and processes.
     Outputs: the analysis of differences.
  2. the analysis of differences Processes: the reserves calculus, the determination of tendencies with or without transformation.
     Outputs: the design of future performances.
- the integration:
  Inputs:
  1. the design of future performances.
     Processes: the establishment of communication tools.
  2. the report on the best practices.
     Processes: the development of new objectives and their impact on the staff.
     Outputs: the reviewed objectives, the impact on the staff.
- the action:
  Inputs:
  1. the reviewed objectives, the impact on the staff.
     Processes: the development of the management action plan.
     Outputs: the action plan agreed by management.
  2. the action plan agreed by management.
     Processes: the establishment of comparison with internal and external partners.
     Outputs: the implementation stage.
  3. the implementation.
     Processes: the project reevaluation.
     Outputs: the reevaluation.

The up-today standards are used as a guide during the benchmarking development. ISO 2000 is a basic documentation for a high level benchmarking.

The benchmarking may be also applied to the scientific research, technological development and innovation.

The wrong use of these tools as their un-use determines the alteration of the benchmarking project results.

The present situation of the problem may be resumed as:
- the lack of a systematical approach of benchmarking projects;
- the non-applying and/or the un-knowledge of the benchmarking tools and of the quality tools;
- the un-existing of the benchmarking organizations prepared to deliver services in the field;
- the lack of specialized staff;
- the lack of contacts with European and international organizations, clubs and networks.

Having in view the integration perspective of Romania the approach and the development of the organization, process benchmarking projects or the benchmarking of the human component creative reliability in a organized frame (benchmarking organizations, benchmarking clubs or networks) allow the connection to the European benchmarking networks.

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