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COURSE NAME:

**Benchmarking and CRM**

Student’s Profile

Master in Business Administration

ATLANTIC INTERNATIONAL UNIVERSITY

**1/2022**

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**Introduction**

Benchmarking and CRM course cuts across every aspect of an organization, as we shall study under this course.

Consequently, benchmarking forms the bases of strategic management in an organization and there are some vital area that we would define and apply as seen below:

1, Best practice

2, Business excellence

3, customer orientation review etc.

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**Benchmarking**

CONCEPT:

Generally, Benchmarking is the way of comparing one’s business procedures and execution metrics to industry best practices from other industries. Area typically measured are quality, time and cost. Management identifies the best firm in their industry and compares the results and processes of those outlined to one’s own result and procedures. By so doing, they learn how well the listed performs and the business processes that proofs these firms successful.

Additionally, best practice benchmarking is used in strategic management, whereby organizations evaluate various aspects of their processes in line with best practice of company’s processes, usually within a peer group defined for the purpose of comparison. By so doing organization develop plans for best practices usually with the aim of increasing some aspect of performance.

BENEFFIT AND USE:

1, Mission and Vision statements and Customer Surveys are the most used

2, Performance Benchmarking, Informal Benchmarking, SWOT, and Best Practice Benchmarking are tools that are likely to increase in popularity in the near future.

Collaborative Benchmarking:

This is usually carried out by individual companies. Sometimes carried out collaboratively by a group of companies.

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PROCEDURE:

The 12 stage approach to benchmarking methodology

1, Choose subject

2, Specify the process

3, Recognize potential partners

4, Determine data sources

5, Collect data and choose partners

6, Specify the gap

7, Set up process differences

8, Mark future performance

9, Communicate

10, Align goal

11, Implement

12, Review and recalibrate

COST:

There are three main type off cost in benchmarking which is outlined as following

1, Visit cost

2, Time cost

3, benchmarking database cost

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TECHNICAL/PRODUCT BENCMARKING

Comparing existing corporate strategies thus achieving the best potentials performance in new situation has been considered to the comparison of technical products. Product benchmarking is use within the automobile industry.

TYPES

There are three main types of benchmarking

1, Process benchmarking

2, Performance benchmarking

3, Strategic benchmarking

TOOL

Complex information are organized by bench marking software.

METRIC BENCHMARKING

Aggregative cost is a way of making comparison to identify weak and strong unit. There are two most common quantitative analysis use in metric benchmarking which are data envelope analysis (DEA) and regression analysis.

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**Business Excellence**

Business excellence is the systematic use of quality management principles and tools in business management, therefore the goal of perfecting performance based on the rules of customer focus, stakeholder value, and process management.

History

In the late 1980’s and early 1990’s business excellence came into lime light and generates from whole quality management and the work of W. Edwards Demming etal.

This evolutionary path can be traced from pre-industrial revolution through to the present day.

Standards like ISO14001 and EMAS have been put in place to help organization ensure compliance and reduce their impact on environment.

Models

Some organizations use model for self-assessment by which they may identify improved opportunities, ideas for future development, and area of strength.

Therefore, model used for an organization’s improvement culture, the business excellent criteria within the model largely channels and encourage the use of best practices into the area where the result will be most beneficial to performance.

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EFQM Excellent Model

EFQM described business excellence as salient practices in managing the organization and achieving results, these are based on eight fundamental concept.

1, Accomplish balance result

2, Make value for customers

3, Track with vision, inspiration and integrity

4, Deal by processes

5, Succeeding through people

6, Raising creativity and innovation

7, Constructing partnership

8, Be responsible for a sustainable future

Baldrige Criteria for Performance Excellence

Was developed in 19880 by the US government, CEO’s, and leading management and quality gurus

Process Phases

There are four phases of business excellence

1, Discover/Define

2, Measure/Analyze

3, Create/Optimize/Improve

4, Monitor/Control

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**Best Practice**

A best practice is a method that has systematically shown results higher to those achieved with other means, and which is used as benchmark. However, a best practice can develop to become better as improvements are find.

Best practice is used to position quality as a choice of compulsory legislated standards and can be based on benchmarking. Also best practice is a future of accredited standards such as ISO9000 and ISO14001.

Some specific uses of the terms are excellent manufacturing practice, good agricultural practice, good distribution practice, good clinical practice and good laboratory practice.

Best Practices Theory in Public Policy

Best practice is a kind of program rating in public policy, it is the system of recapping policy alternatives that have been effective in addressing similar issues in the past and could be applied to a current problem.

Develop Realistic Expectations

In public policy analysis it is important to maintain realistic expectation when seeing best practice, because the practice may not be solving problem in any way and it may instead produce unfavorable result.

Analyze smart practices

In policy analysis smart/best practice is a concrete behavior that solves a problem.

Best practices takes advantage of an idle opportunity at a little risk. Input substitution/cost based pricing are opportunities for creating policy improvements that have the possibility to generate public value at low cost.

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Observe the practice

In smart practice the primary mechanism is the means of achieving a goal in the cost effective way, therefore optional futures, supportive futures and implementing futures are secondary mechanisms.

Describe generic vulnerabilities

Consequently, smart practice could fail due to potential vulnerabilities and these weakness is called generic vulnerability.

But will it work here

The bold step in identifying an appropriate best practice for a policy problem is to ensure that the context from which practice is derived is comparable to the context in which it will be applied.

Examples of smart/best practice evaluation in public policy

There are some common examples of best practice evaluation in public policy which are summarized as following;

1, Building codes for energy efficiency

2, Tutoring program for children in grades 1-3 called reading one-to-one

Use the best practices in health and human services

Delivery health and human services, non-governmental organizations and public agencies have been adopting best practices in the recent years.

Common step and criteria for identifying best practices

1, Field Test Best Practice A program

2, Research Validation Best Practice A program

3, Promising Practice A program

4, The National Registry of Evidence-Based Programs and Practices (NREPP)

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Best Practice in Action

Below are possible actions of best practice

1, Clean air financing programs

2, Environmental best management practice

3, Higher education

4, Health and human services

5, Charity sectors

6, Other best practices domains

7, Critique

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**Project Management Triangle**

The project management triangle can also be refer as iron triangle or triple constraint, therefore it is a graphic aid where the three dimensions show on the corners of the triangle to show opposition. This is useful to help to analyzing the goals of the project.

The success of the project management is measured by the project team power to manage the project, so the expected results are produced while managing time and cost.

Consequently, projects are delivered under constraints. Generally, project constraints are:

1, Scope 2, Time 3, Cost

These constraints are refer to as project management triangle

Project Management Triangle Topics

Time

The time needed to produce a deliverable is estimated using many techniques.

Identifying task is one method required to produce the deliverables documented in a work breakdown structure (WBS).

In the right sense to the Project Management Body of Knowledge (PMBOK) the Project Time Management Procedures are:

1, Plan Schedule Management

2, Define Activities

3, Sequence Activities

4, Estimate Activity Resources

5, Estimate Activity Durations

6, Develop Schedule

7, Control Schedul

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Project Management Cost Estimating Tools

Summary:

1, Analogous estimating

2, Determining resource cost rates

3, Bottom up estimating

4, Parametric estimating

5, Vendor bid analysis

6, Reserve analysis

7, Cost of quality analysis

Scope

Total explanation of what the project supposed to accomplish, and a specific description of what the end result should be.

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**Advertising Theory**

Market Overhang

Market overhang literally means thing that hang over another thing.

In marketing, overhanging the market connects to the business practice of make known a new business strategy or product by a company in an adjacent space to the target.

Effectiveness of Market Overhang

The empirical evidence suggest this technique is good since it continues to be used as a market maneuver by key players that slower to respond to the high growth of adjacent market that are rapidly emerging.

Local Advertising

Any small business owner gets excited when they hear free advertising, free local advertising is good. Nevertheless, some methods of free local advertising may be against the law.

Free Local Advertising- Distributing Flyers on the Street

Ordinance that would apply to pamphleting cars would also apply to distributing flyers on the street. AS such, you cannot solicit for business in public place without a license.

Informative Advertising

This is an advertising that is carried out in an informative manner. Informative advert tends to generate a good reputation of an organization.

In some case a business might be required to run informative advertising as part of resolving law suit. Notably, Tobacco companies are good example.

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Graphic Design

Graphic design is defined as the art of communication, stylizing, and problem solving through the use of type, space and image.

Popular use of graphic design are identity (logo and branding) publications, print advertisement, posters, billboard, etc.

Hierarchy of Effects Models

Many competing models of hierarchies of effects endeavor to provide a theoretical support to advertising practice.

Examine six postulate steps a consumer moves through when making purchase

1, Cognizance

2, Cognition

3, Conviction

4, preference

5, Liking

6, Purchase

Means end theory explained that an advertisement should contain message that leads the consumer to a desired end state.

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Marketing Mix

In 1960s professor Jerome McCarthy proposed that the marketing mix consists of main elements called the four P’s and the first P representing the actual product, Price represents the process of determining the value of the product, Place represents getting product to consumer, and the last P stands for Promotion which is the process of reaching the target market and getting them to by the product.

Types of advertising

Apparently, any medium can be used for advertising. Commercial advertising media can include billboard, printed flyers, radio, television advert ETC.

Television advertising/ music in advertising

The TV commercial is generally seen as the most effective mass market advertising format

Sales Promotions

This is another way to advertise.

There are two purposes of sales promotions

1, What type of customers one draws in and where they are

2, To jumpstart sales

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**ISO 9000**

The ISO 9000 family of standards is related to quality management systems (QMS) strategized to help organizations ensure that they meet the needs of customers and other stakeholders while meeting statutory and regulatory requirements related to the product.

ISO 9000 bargains with the fundamentals of quality management systems, including the eight management principles on which the family of standards is stand.

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**Lean Manufacturing and Lean Software Development**

Lean manufacturing/lean production means a production practice that considers the spending of resources for any goal other than the establishing value for the end customer to be wasteful.

Consequently, lean is pointed on saving value with less work. Lean manufacturing is a management philosophy comes from the Toyota production system (TPS).

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Zero Defects Review and total productive maintenance

Total productive maintenance main aim is to increase productivity of plant and equipment with a low investment in maintenance Total quality Management (TQM) and Total Productive Maintenance (TPM) are considered as the key operational activities in quality management system.

Implementation of total productive maintenance

Organization step by step implementation of TPM: Introductory Education and Propaganda (IEP) for TPM, initial evaluation of TPM level, development of master plan for TPM for implementation, implementation preparation process, etc.

According to Nicholas, the steering committee should consist of production managers, maintenance managers and engineering managers. The committee should formulate Total Productive Management policies and strategies and give advice.

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**Customer Orientation Review and more**

Loyalty marketing

Strategic management used loyalty marketing as an approach to marketing, thereby a company growing and retaining existing customers through branding, incentives, loyalty marketing and product marketing all form part of the customer proposition.

Customer orientation concept

Today many companies have a customer focus, this means that company focuses its activities and products on customer demands.

Consequently, there are three steps approach of doing this;

1, the customer driven approach

2, the product innovation approach

3, the market change identification approach

Organizational orientation

In an organization, marketing department is seen as prime importance within functional level. Information from marketing department of a firm would be used to guide the actions of other departments within the company. For instance, marketing department could ascertain that a consumer desire a new type of product. Conceived this in mind, the marketing department would inform the research and development (R&D) department to create a prototype of a product based on the consumer’s new desires.

Eventually, the production department would then start the manufacture of the product, while the marketing department focus on promotion, distribution, pricing, etc. of the product.

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Marketing environment

Market environment refers to factors and forces that affect or limit a firm’s ability to maintain successful relationships with customers.

There are three levels of environment:

1, Micro (internal) environment

2, Meso environment

3, Macro (national) environment

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**Conclusion**

Benchmarking and CRM course is a formidable tool of an organizational management strategy.

Consequently, well understanding of benchmarking forms the bases of strategic management in an organization.

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