




Leadership And Corporate Accountability

Lecture 7






Obstacles

- ◎ Internal Focus
 - ◎ Objective too broad
 - ◎ Unrealistic timetables
 - ◎ Poor team composition
 - ◎ OK-in-class
 - ◎ Improper emphasis
 - ◎ Insensitivity to partners
 - ◎ Limited top-management support
- 



Rationale

- ◎ Global competition
 - ◎ Current standing of company
 - ◎ A best-in-class model
 - ◎ Customers are better informed
 - ◎ Support of total quality
- 

Examples

◎ Xerox

◎ Computer Hardware






Computer Hardware

◎ Comparison of performance






Xerox

- ◎ Started in 1908
 - ◎ Big company by the 1960s
 - ◎ Rapid expansion of the middle management
 - ◎ Competition from Japanese companies by 1980s
- 




Benchmarked Processes

- ◎ **Supplier management system**
 - ◎ **Inventory management**
 - ◎ **Manufacturing system**
 - ◎ **Marketing**
 - ◎ **Quality**
- 




Benefits of benchmarking

- ◎ Fewer customer complaints
 - ◎ Reduction of defects
 - ◎ Reduction in service response time
 - ◎ Reduction in defective incoming parts
 - ◎ Reduction in inventory costs
 - ◎ Reduction in labor costs
 - ◎ Reduction in billing errors
- 



Benefits of benchmarking

- ◎ Increase in customer satisfaction
 - ◎ Increase in marketing productivity
 - ◎ Increase in distribution productivity
 - ◎ Increase in product reliability
- 



Seven steps to benchmarking

1. Identify what to benchmark
 2. Determine what to measure
 3. Identify who to benchmark
 4. Collect the data
 5. Analyze the data and determine the gap
 6. Set goals and develop an action plan
 7. Monitor the process
- 