



THE SUNDAY TIMES

泰晤士报商务版

商战 制胜之道

How to Beat Your Competitors

- ★ 企业自身的绩效评估
- ★ 知名企业的成功经验
- ★ 创造更好的业绩
- ★ BENCHMARKING PERFORMANCE
- ★ BORROWING FROM THE BEST
- ★ RAISING PROFITABILITY

● 约翰·G·费舍尔

● John G Fisher

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约翰·G·费舍 著

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to the reader

As an enlightened manager, the easy part is understanding the theory of benchmarking. Putting what you have learnt to practical use is the difficult bit. Paradoxically, it is often harder to introduce such concepts as benchmarking into a small or medium - size company than a big corporation simply because resources tend to be more stretched in smaller organisations. No one has time to learn a new way of working - the company is too busy establishing itself or maintaining its position in a competitive marketplace. So, to make a step change, the corporate learning process needs an internal 'champion' if a new way of doing things is going to be adopted. You are that champion.

Once you have absorbed the main principles, you need to consider who, how and when. Clearly, you need top - level commitment as many of the changes you will introduce will require considerable internal adjustment and a diversion of precious human and financial resources. You will need to keep the process alive by initiating the formation of various working groups, the instigation of research projects and the establishment of reporting procedures. You will need to be sensitive to corporate inertia and be constantly enthusiastic whenever benchmarking is discussed. If not, the initiative may well die, along with the future prosperity of your organisation.

致 读 者

对于一个受过管理教育的经理人来说，理解基准比较理论并不难，然而将所学运用于实践则决非易事。一般说来^①，在中小企业里推行类似基准比较这样的概念会比在大型企业中更难一些。因为中小企业往往资源紧缺，并忙于在竞争激烈的市场上寻找立足之地或者保持已有的位置，谁都没有时间去学一种新的工作方式。因此，要想做出改变，在采纳新的工作方式时，公司需要一个内部“倡导者”去推动学习。你就应该成为这个倡导者。

一旦学会了基准比较的主要原理，你需要考虑实施计划时所涉及的人员、方式和时间等问题。很明显，你将需要高层管理人员的大力支持，因为你要推行的这些变革将会需要公司内部做大量的调整，并且投入宝贵的人力、物力。为了使你的计划不至于停滞，你还需要设立各种工作小组，实施研究项目，并且建立汇报制度；你还要提防企业的惰性病，随时随地在谈到基准比较的时候保持热情，否则你的计划十有八九会夭折，你们公司的未来繁荣也将流于空谈。

① paradoxical a. 似是而非的

That is a heavy burden to carry. But you cannot become a champion without the necessary stamina to help you carry that burden. If you think you have got the stamina and the enthusiasm to beat the competition on a regular basis and make your organisation the Best In Class, read on.

真可谓任重道远。然而如果没有持之以恒的决心，你就成不了一个倡导者。如果你有恒心和热情去不断地击败自己的竞争对手，建立一家一流的^①公司，那就请继续读下去。

① best in class 行业中最优者，班级最佳者

introduction

beating the best through benchmarking

A business that stands still is a business that is going backwards. Continual improvements in communication, technology and marketing mean that simply in order to survive, every business has to improve itself; or otherwise it will cease to function.

In recent years there have been many attempts to encourage organisations to be self - critical. Deming, Crosby, Conway and Ishikawa were the pioneers of quality systems checks which together came to be known as TQM (total quality management). Rank Xerox is credited with being the first company to undertake, in the early 1980s, a complete review of its quality systems, which resulted in a new type of business management. It was based on process improvement and comparisons with other organisations to discover 'best practice'. David Kearns, the then chief executive officer (CEO) of Rank Xerox, commented, 'Competitive benchmarking tells us where we have to go.' But what exactly is benchmarking?

The word 'benchmarking' has had some confusing press. There seem to be several interpretations ranging from perrnickety, scientific calibration to vague comparisons of corporate achievement.

简介

◎ 通过基准比较打败最强对手

管理公司正如逆水行舟，不进则退。即使单单为了企业自身的生存，公司也应当不断地在沟通、技术、营销等方面不断地改进，不断地提高自身能力。否则，公司将会在竞争中出局。

近年来，许多业内人士都尝试着鼓励企业组织以批评的眼光看待自己公司。戴明、克罗斯比、康维、和石川熏是质量系统检验方面（统称为 TQM，全面质量管理）的先驱。兰克·施乐公司被认为是在 20 世纪 80 年代早期第一家检查自己的质量体系的公司，这些做法带来了一种新的管理体系，其基础是程序优化和通过与其它公司比较来发现“最佳的实践^①”。兰克·施乐公司当时的总裁大卫·科恩斯评论道：“与竞争对手做基准比较能够告诉我们应当往何处去。”然而什么是基准比较呢？

“基准比较”一词容易被人误解。人们对它有着各种各样的认识，如“鸡蛋里面挑骨头^②”、科学校准^③、企业成就的模糊比

① best practice 最佳实践

② pernickety a. 吹毛求疵的

③ calibration n. 校准

Those who are moved to produce a definition usually include a reference to a process or quality standard. But most people interpret benchmarking as a financial comparison of competitive business performance. Benchmarking is all of these things and none of them, when taken in isolation. In essence, benchmarking is examining the critical activities of your business and comparing your performance in those critical areas with the performance of other businesses or within your own business.

But the information is not collected for idle amusement. The purpose of benchmarking is to establish points of measurement from which you can improve your corporate performance by changing the way you do things. It could be argued that most if not all companies do this to a greater or lesser extent. It is true that there are few businesses that do not compare their ratios and financial historical figures with those of their direct competitors. But on closer examination, the comparisons are usually too broad: sales, profits, number of outlets, market share, for example. Even worse, the comparisons are not contemporaneous. The Annual Report of every business is always at least four months out of date. In addition, looking at figures over the 12 months of a financial year do not reveal much about how the business achieved what it did. We can only make educated guesses. At best we can only detect growth or decline. What you really need to have to improve the performance of your business is some knowledge of the key processes that makes one business so much better than its competitors.

One place to start could be your own organisation. There may be parts of your business that everyone admires because of their efficiency, the way they talk to internal customers or their general 'can - do' attitude. Benchmarking encourages organisations to borrow and adapt the best way of doing the same or similar tasks to everyone's satisfaction. But it does not only apply to huge corporations with dozens of subsidiaries. Even a small company can benefit. Does the way the marketing director communicates with

较等等。那些希望给这个词下一个定义的人往往会提到“程序”和“质量标准”。然而绝大多数人把基准比较解释为竞争企业之间业绩的财务比较。上述每一个定义都只说对了基准比较含义的一部分。从本质上讲，基准比较就是检查本公司的重要经营活动，并将这些经营活动的业绩与其它公司相比较，或在本公司内部做比较。

不过，收集这些信息并不是为了自娱自乐。基准比较的目的是为了设定衡量基点，从而通过改变工作方式来提高公司的业绩。可以说，多数公司或多或少都做过基准比较。正如事实所证明的，几乎所有的公司都曾将他们的各种比率和财务历史资料与其竞争对手做过比较。然而如果进一步审视，就会发现所做的这些比较的范围太广了：销售、利润、分支^①数量、市场份额等等。更糟糕的是，有些用于比较的资料并不是同一时间段内的。任何一家公司的年终报表所列的都至少是4个月以前的数字。另外，查看1年12个月的数字根本不能告诉你他们是如何取得这一业绩的，只能基于数字而做出一些合理的猜测。我们至多只能看出公司是在成长还是退步。你所需要用来提高公司业绩的是一些关键的业务流程，正是这些关键的资料才是使一家公司远远超越其竞争对手的主要因素。

做基准比较应该从公司内部开始。你的公司里可能确实有一些部门因为其工作效率、对待内部和客户的方式或者其不畏挑战的态度^②而倍受大家称赞。基准比较能够鼓励企业组织借鉴吸收他人所做的同样的或者类似工作的最佳方式，从而使每一个人取得令人满意的业绩。不过基准比较并不仅仅适用于有着十几个子公司的大企业，对小公司也同样是行之有效的。比如，销售总监

① outlet n. 分支，分店

② can do attitude 不畏挑战的态度



the salesforce offer any ideas about how the production director should talk to his work teams? Could the warehouse team benefit from watching how the accounts department organises itself? Could the directors learn anything from the mailroom?

The next source is your competitors. What does the market leader do internally and externally that enables them to produce better quality at a lower price? Why do they always seem to be ahead of the game in new product development and marketing ideas? Why do they always seem to attract the best people? A few days analysing what makes them the best on the inside would do wonders for your own sales figures.

与他的属下交流的方式是否可以让生产总监得到一些启示呢？仓储^①部门是否可以借鉴销售部门的工作方式呢？总监们是否可以从收发室学到一些东西呢？

信息的另一个来源是你的竞争对手。企业的领导者如何进行对内和对外的的工作，从而生产出物美价廉的产品呢？为什么他们总能够在新产品开发和市场营销创意方面走在别人前面呢？花上几天时间分析他们成为最强者的内部原因，这将会帮助你提高销售额，并取得令你大吃一惊的业绩。

① warehouse n. 仓库、货栈

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