

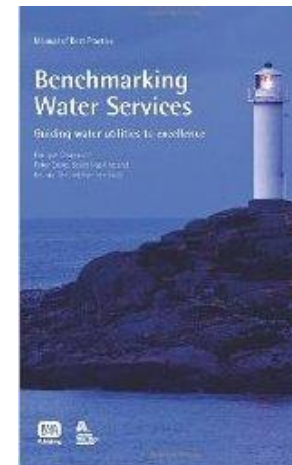
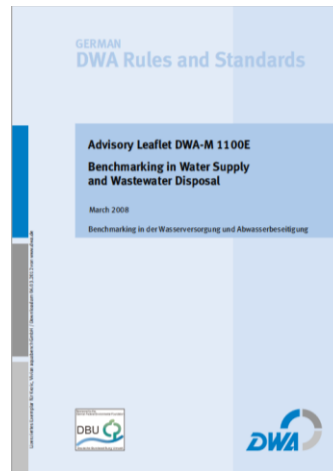
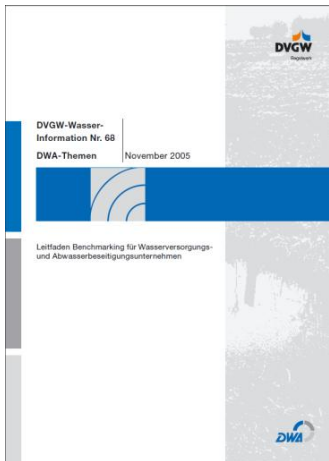
Advances in German Benchmarking

How does benchmarking work?

Copenhagen, December, 13th 2012

Filip Bertzbach, Hamburg, Germany

Introduction: A well established instrument

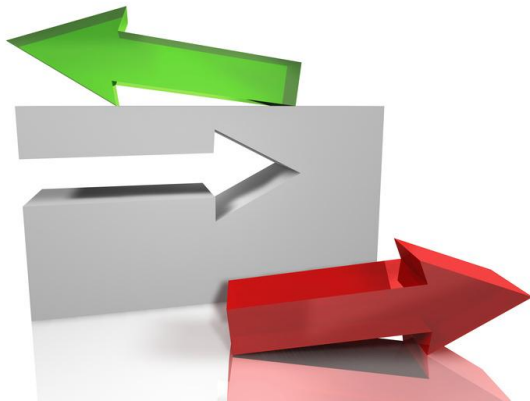


„ Systematic and continuous (rotative) process for the identification, becoming acquainted with and adoption of methods and processes of benchmarking partners“ (DVGW/DWA 2008)

„Benchmarking is a tool for performance improvement through systematic search and adaptation of leading practices“ (IWA 2011).

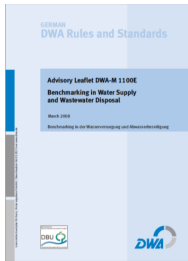
Part of the strategy to modernise the German water sector (decisions of Federal government of 2006 and Bundestag of 2002)

Introduction: Discussion about benchmarking in Germany



- Number of participants
- Methodological discussion
 - Incorporation of context information by statistical methods
 - Ecological costs
 - Transparency of charges
- Doubts about effectiveness: „Success is not measurable“ (Regulator, 2009)

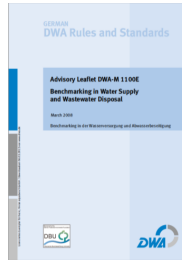
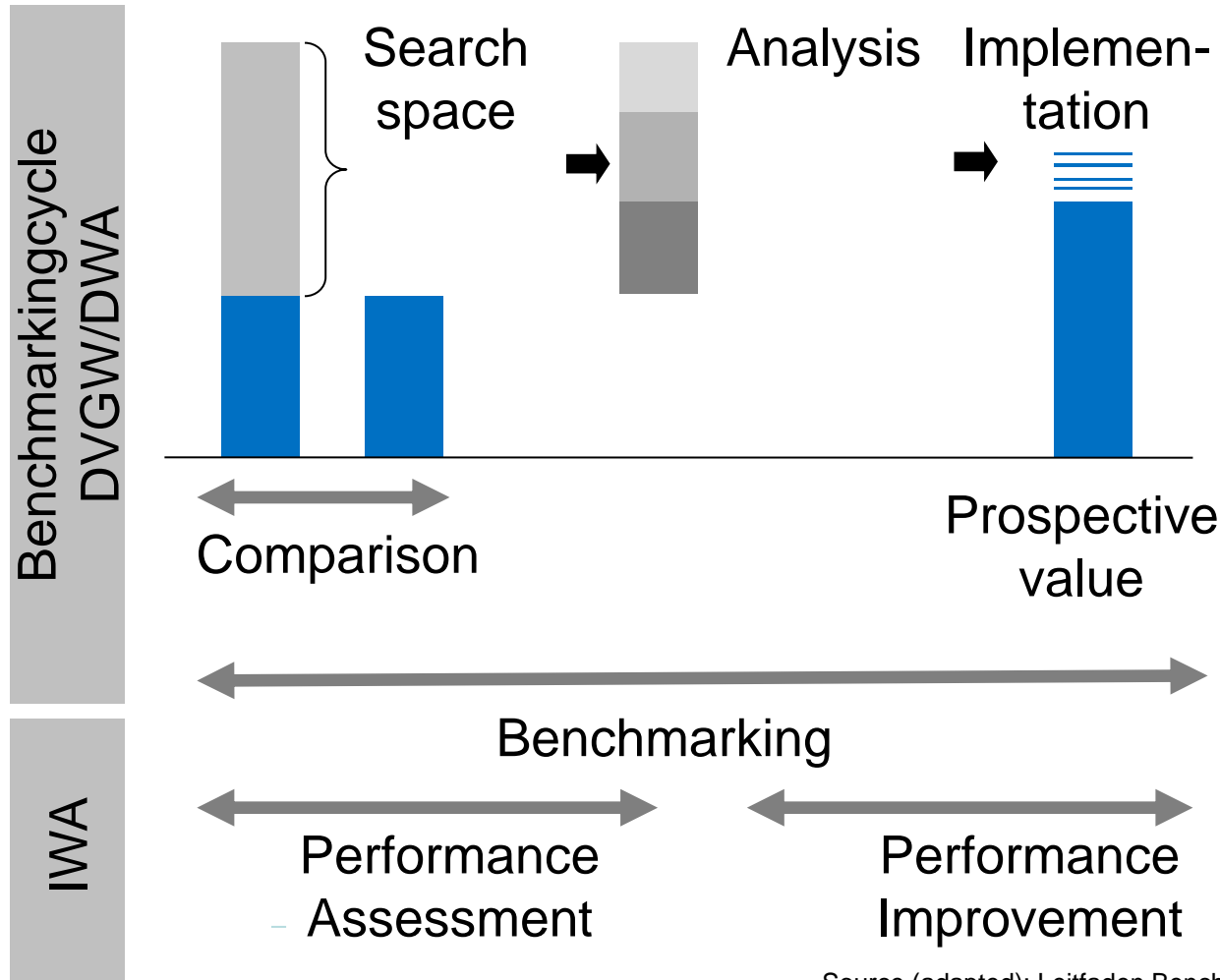
(How) does benchmarking work?



- Clearly defined steps and goals
- Show results
- Tools for benchmarking at process level
- Connect it to individual goals — „Utility management needs to step in“ (IWA- Manual)



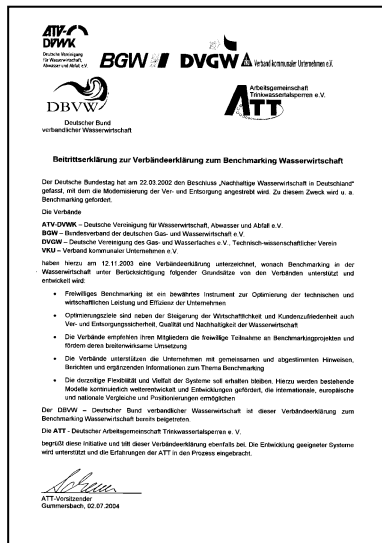
Goals: Performance Assessment and Improvement



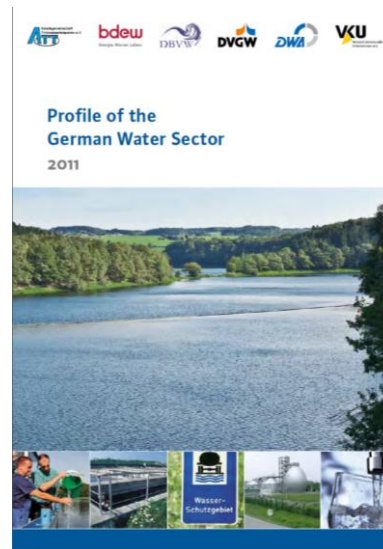
- Benchmarking is a management tool
- Performance Improvement is defined as goal of benchmarking
- Performance Assessment is a prerequisite

Source (adapted): Leitfaden Benchmarking and IWA –Benchmarking Water Services

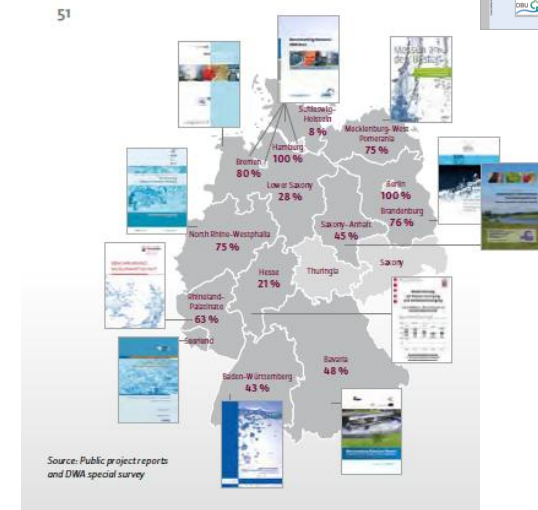
Additional goal: Results used for the information needs of politics and the public



Joint declaration
of Associations
(2005)



Profile of German
Water sector
(since 2005)



Public reports

Aggregated, anonymous data of benchmarking, interpreted and analysed by experts is used for public information

Show results: Benchmarking in the wastewater sector – taking stock

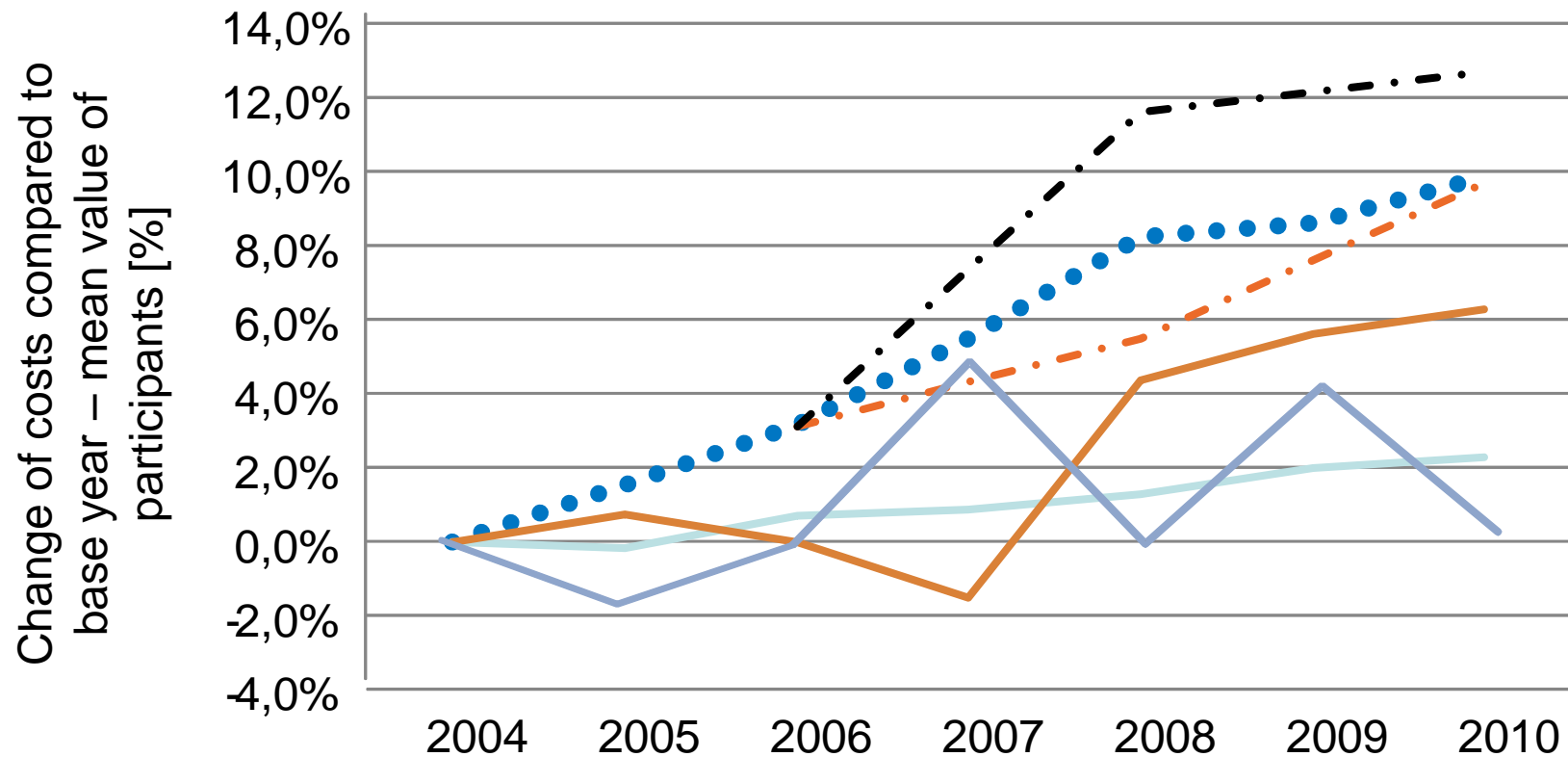


Project	since	Period of consideration	Number of participants
State projects at corporate level	2005	2006 – 2010	> 600
Corporate benchmarking	2002	2004 – 2010	30
Sewer operation process benchmarking	1999	1999 – 2010	62
Wastewater treatment plant Benchmarking process benchmarking	1996	2002 – 2010	> 200*
Laboratory Benchmarking process benchmarking	2005	2006 – 2010	13
Indirect discharger monitoring process benchmarking	2005	2006 – 2010	15
Sewer construction Benchmarking process benchmarking	1998	2003 – 2010	24
Material management Benchmarking process benchmarking	1998	2002 – 2010	23

* As opposed to other projects here it is not the number of companies mentioned but rather the WWTPs.

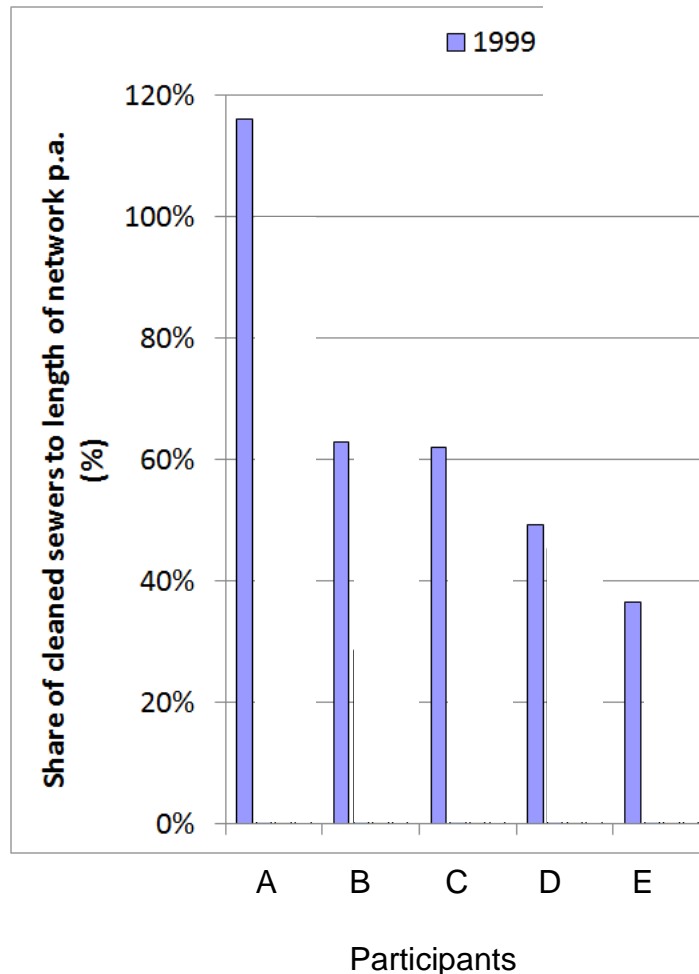
- Do participants demonstrate favourable cost developments?
- Do individual examples substantiate the effects of benchmarking?

Favourable cost development



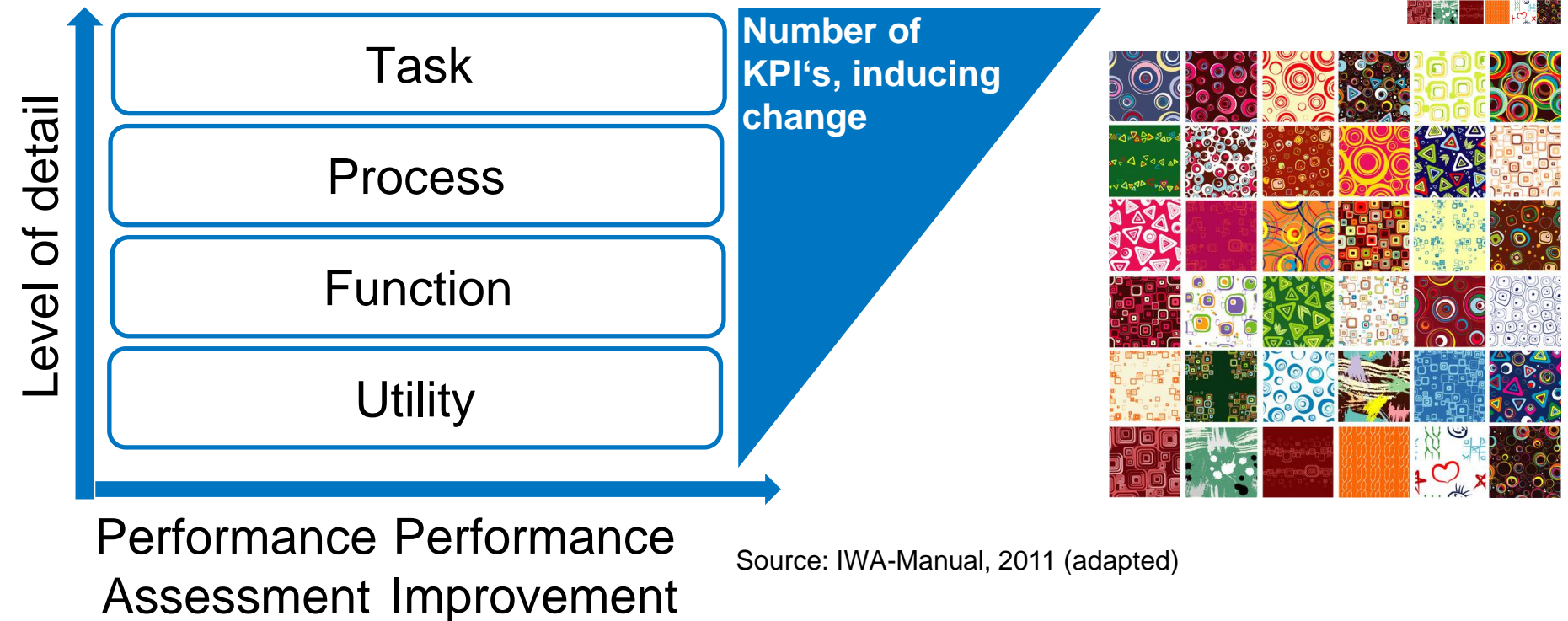
* Specific Costs ** Federal State *** DWA-National Survey

Improvement, e.g. Change of strategies...



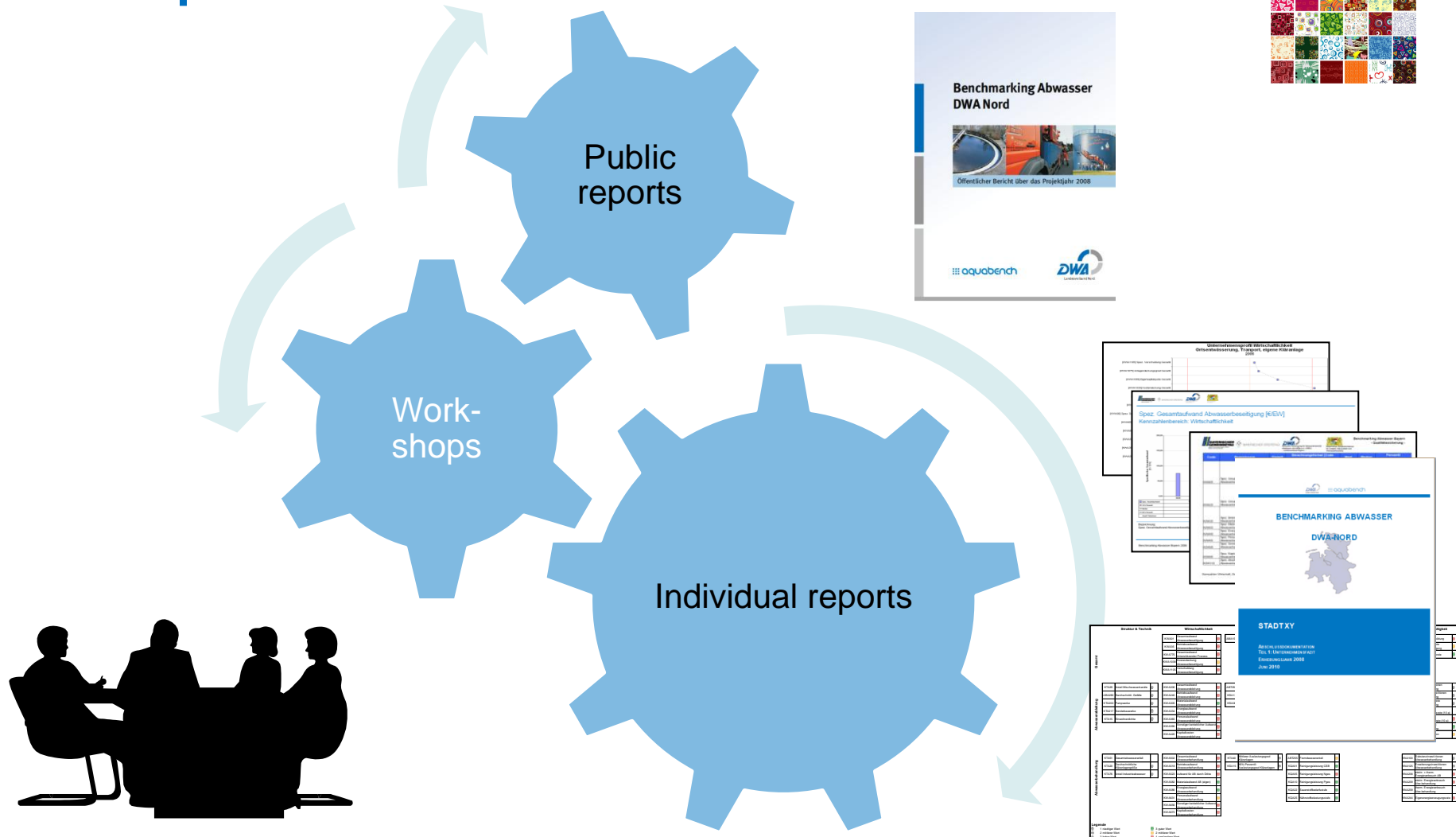
- Up to € 6 Mio annual savings
- 33 Examples include change
 - of staffing, of technique, of process management, of investment strategy, of construction, of in- and outsourcing, of conditions of external services
 - for all performance criteria
 - up to 3% of operating cost

Benchmarking at process level



- Benchmarking in the German Water industry started at process level, where actual influenceable KPI's can be found for those responsible for the process.


Developed communication tools



Ask for and keep record of action proposals



	
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Prozessbenchmarking Kanalbetrieb

Übersicht der Handlungsoptionen
Erhebungsjahr 2009

Action proposal 10 „Analyze Investment – cost of Relining < DN 1200“

Initial:

Our cost/meter of relining are 250% above average

Goal:

Find reasons for high costs and develop action proposals

Effect on KPI:

[KBK345] Cost Sewage construction [€ / m]

Describe action proposal:

- Contact regional benchmarking partner and research on quality standards, tendering processes, involved external companies
- Develop action proposals

Date:

I. Quartal 2011

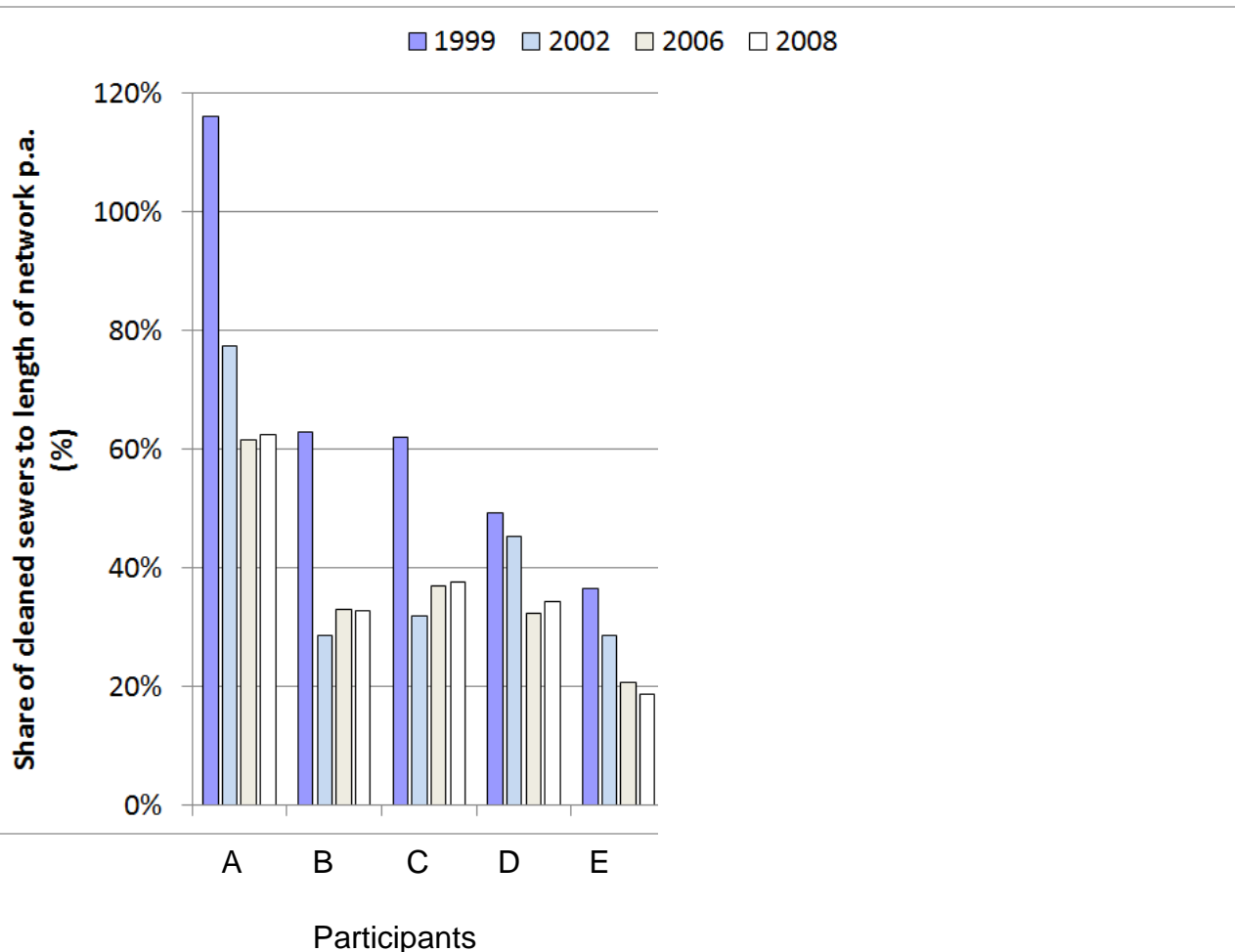
Contact person

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Connect it to individual goals



- Improvement „...needs a high degree of individual decisions and depends on the overall objectives.“ (DVGW, DWA 2008)
- „...data collection and monitoring (for regulatory reporting) ...does not necessarily get the best results for customers... We propose that companies develop their own systems.“ (Ofwat, March 2012)

How does it work?

