

Benchmarking*

Learn from the best – improved performance and cost reductions in finance, procurement and human resources

At times when the economic going is tough it is particularly important to keep watching out for opportunities to enhance your company's performance and cut costs. The PwC Global Best Practices® knowledge base matches best practices content and benchmarking tools in a way that lets you assess your company's performance and pinpoint potential improvements.

We investigate and combine the methods of the world's best companies, and give you the benefit of our specialists' expertise. Benchmarking your operations can deepen your knowledge of your mission critical processes, and help you solve problems faster.

The insights gained from comparisons with other companies' practices can pave the way to quicker process improvements at lower cost in your own organisation.



Benchmarking and best practices for improved performance

Benefits

Our benchmarking and best practices tools enable you to identify additional strengths, weaknesses and risks. Global Best Practices from PwC are based on the right blend of quantitative performance measures and qualitative insights. Regular analysis helps you manage and improve financial performance.

Benchmarking

Benchmarking lets you compare your organisation's performance with peers in terms of quantitative measures of cost, quality and time. Our benchmarking services increase your ability to make meaningful and insightful comparisons. Apart from our standard **benchmarking tools** based on expert systems, we can offer you **customized benchmarking projects** aimed at identifying opportunities, setting new targets and improving operations. Our services range from project planning through to study design, development and analysis.

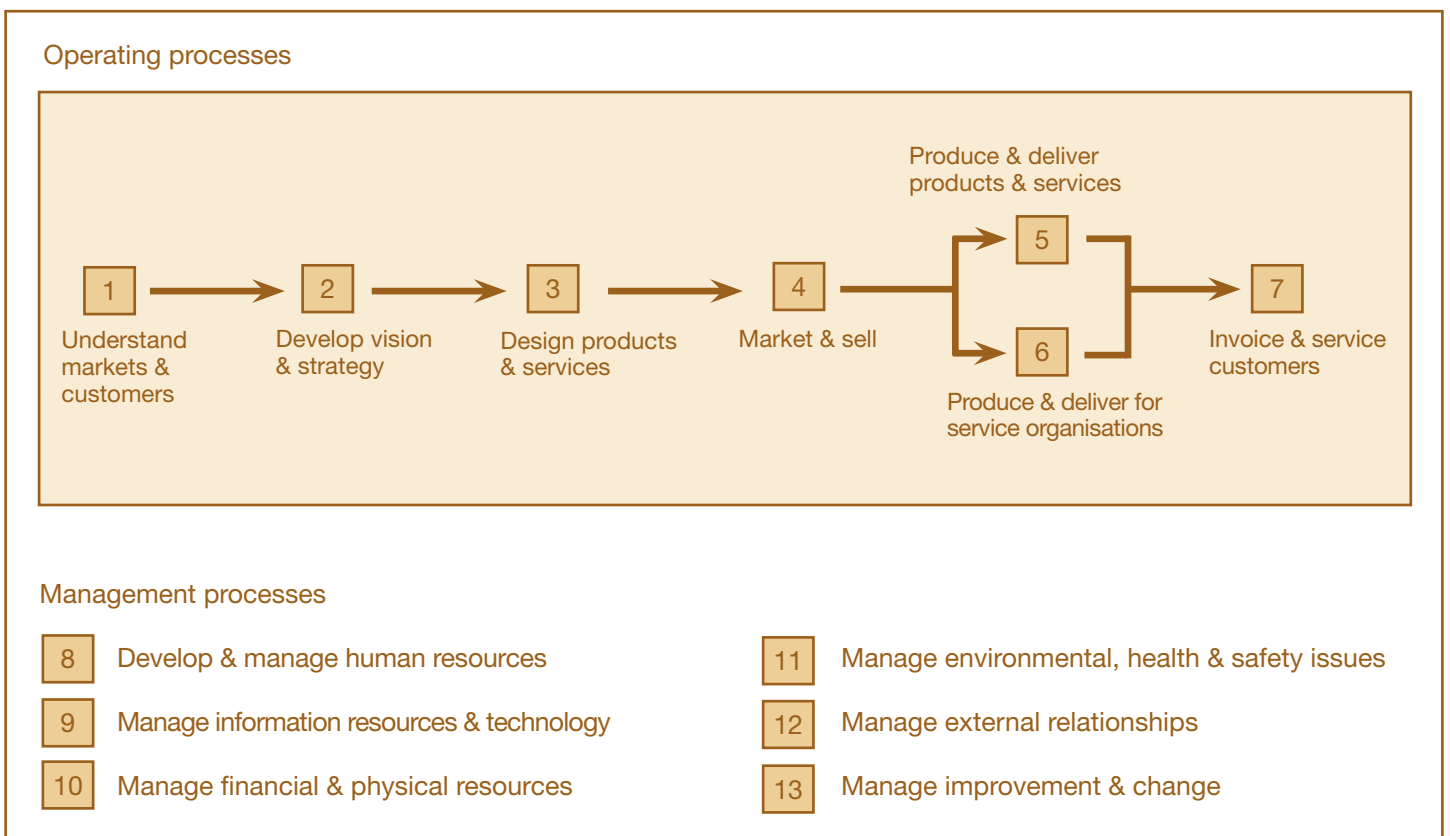
Best practices

Using our best practices knowledge base lifts the veil on how leading companies achieve peak performance. The supporting information provided includes the rationale for applying the best practices, action steps with company examples, performance measures and a practice appraisal exercise to help you implement best practices in your business.

Process frameworks

We have extensive experience of benchmarking the operating and management processes outlined below. We rely on a unique **process framework** based on well-tried methods applied by leading companies which have taken them to the top. By using this framework you can stay a step ahead of the competition.

Our process classification scheme provides a uniform framework for companies to look for new ideas for continuous improvement, regardless of size or industry. We organise our best practice tools and insights around this framework. By comparing like with like, it gives you easier access to information and ideas you can use directly to improve the performance of your business.



Finance benchmarking

Increasing the efficiency of finance, accounting, controlling, internal audit and tax processes

Our finance benchmarking tools provide industry and multi-industry quantitative comparisons with average and best performance. We have best-in-class data and are familiar with the best practices. Applying this knowledge together with our well-tried methods brings major benefits and saves time. Our finance benchmarking approach encompasses the following processes and functions, and does not depend on the organisational structures to which the finance function is assigned.

Finance and business unit					
Costs	Employees	Organisation	Systems		
Accounting					
Accounts payable	Payroll	Travel expenses	Invoicing	Accounts receivable	Fixed asset & general ledger accounting, financial statements & reporting
Controlling					
Budgeting	Financial analysis	External reporting	Internal reporting		
Tax					
Manage local taxes	Manage national taxes	Manage international taxes			
Internal audit					

Procurement benchmarking

Increasing the efficiency of procurement processes

Enhance the efficiency of your procurement processes by exploiting the knowledge to be gained from comparing them with those of other companies. Applying these insights enables you to achieve better performance at lower cost within a short timeframe. Our approach includes the following procurement processes and functions.

Procurement		
Costs	Employees	Systems
Departments Orders Employees Cost-effectiveness	Performance measurement Span of control Output Training Fluctuation	Ordering methods Interfaces Efficiency Integration Make or buy
Organisation	Suppliers	Processes
Structure Responsibilities E-systems & limits	Basis Structure Evaluation Sourcing	Lead time Process organisation Robust processes

Human resources benchmarking

Increasing the efficiency of human resources management processes

Benchmarking your human resources management operations enables your company to identify areas that are functioning well, trouble spots in processes and potential improvements. We can help you by benchmarking the following processes and functions.

Human resources			
Costs, employees, organisation & systems	Strategic HR planning	Staff recruitment & selection	Staff development & training
Performance management	Compensation & incentive systems	Corporate communications	Change management

Choose from the following benchmarking options:

Overview · Standard · Individual

Services		Options		
1	Provision of the questionnaire and completion by the client	Overview	Standard	Individual
2	Formal data plausibility assessment and benchmarking			
3	Presentation of the results at your company			
4	Detailed discussion of the results			
5	Workshop to develop an action plan and set priorities			
6	Definition and documentation of further action			
7	Semi-structured interviews with staff in selected functions			
8	Appraisal of selected processes / functions in light of best practices			
9	Adjustment for company-specific conditions / strategic orientation			
10	Identification of potential improvements and preparation of an action plan			

We also offer many other benchmarking solutions, tailored to all corporate departments and functions.

Contacts

PwC PricewaterhouseCoopers GmbH
 Erdbergstrasse 200
 1030 Vienna
 Austria
www.pwc.at

Christine Catasta
 Partner, Head of Advisory
 Tel.: +43 (0)1 501 88-1100
christine.catasta@at.pwc.com

Guenther Jauck
 Senior Manager Advisory
 Head of Benchmarking
 Tel.: +43 (0)676 833 77 28 19
guenther.jauck@at.pwc.com