

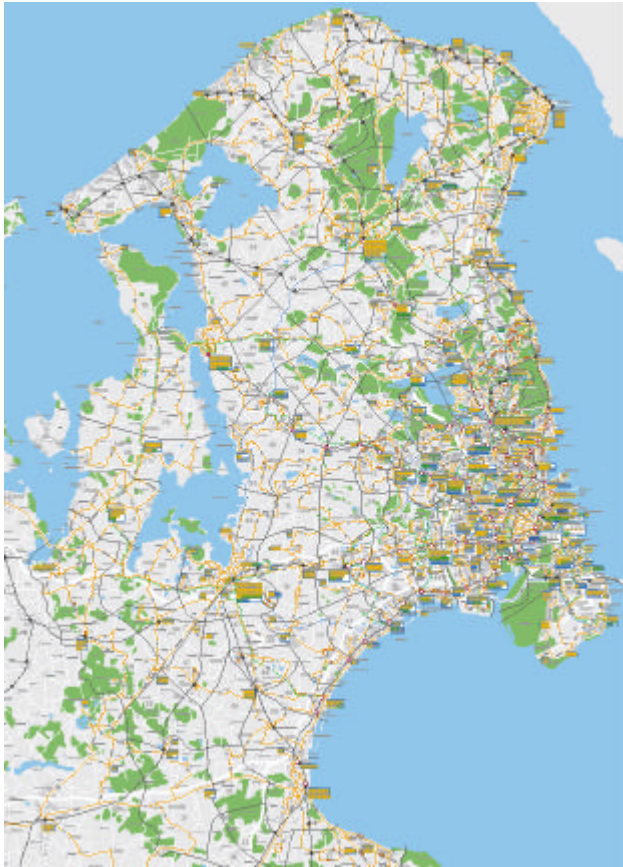
The Second "BEST" - Benchmarking



- Forming a group
- Benchmarking Experience from Scandinavia

- Anders Schwarz Lausten
- Greater Copenhagen Authority, HUR

Greater Copenhagen Authority, HUR

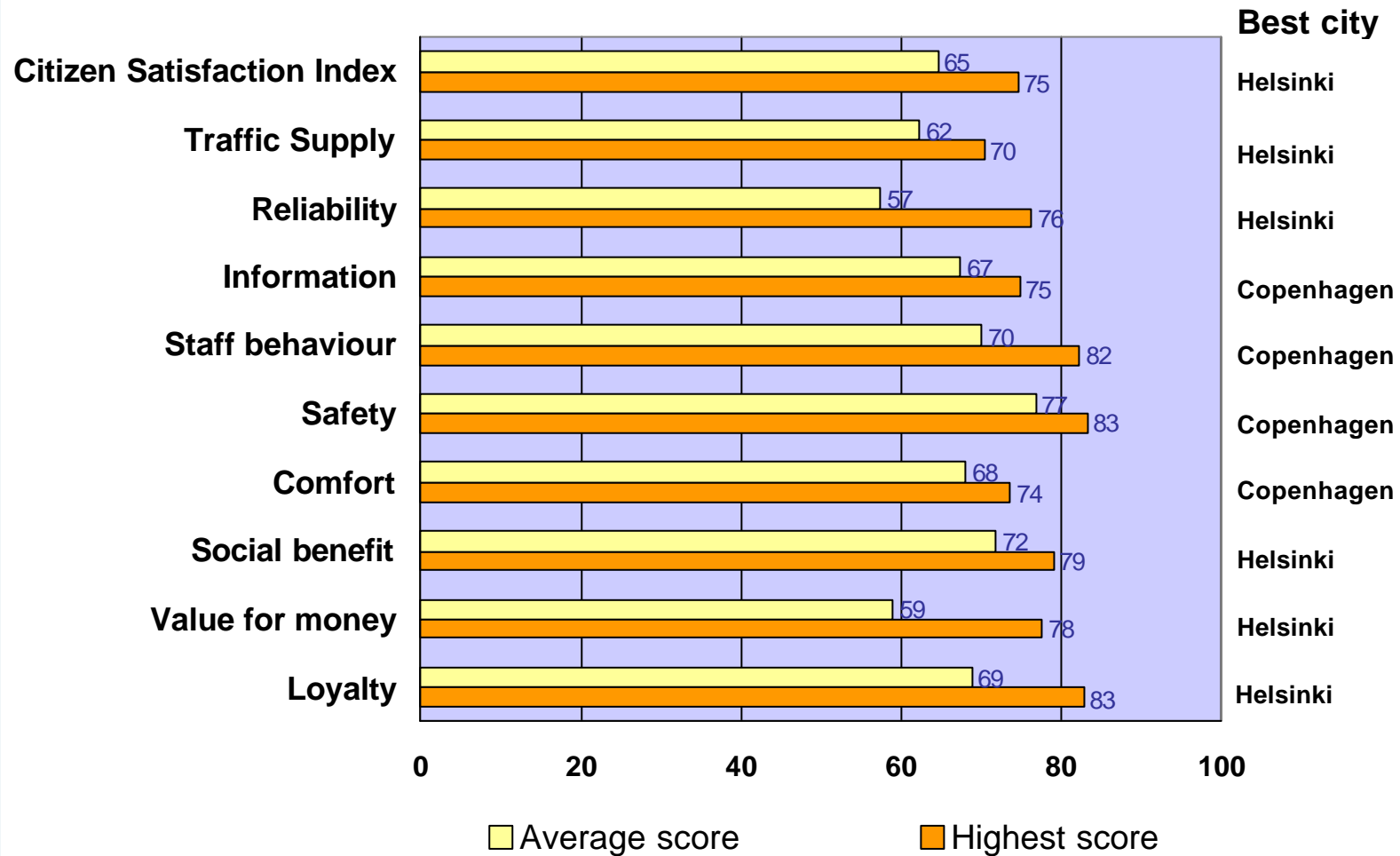


- Public Bus Transport Authority, (prev. Copenhagen Transport, HT)
- 1.7 Mio inhabitants
- Tendering of bus operations since 1990
- Quality incentivized gross cost contracts
- Regional organisation since 2000 - planning, public transport, tourism, business development, cultural initiatives

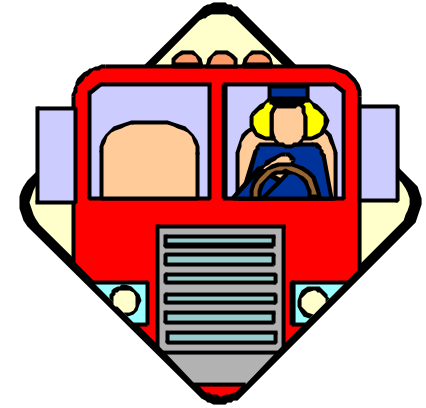
Benchmarking - the idea

- 1999: SL - Stockholm Public Transport Authority initiated idea - "SL-challenge" - Best in Europe in 2005!
- Close Nordic cooperation
- Helsinki, Oslo, Copenhagen and Stockholm joined - (all approximately same size) - pilot study
- Steering group and working group formed
- Working group finalises questionnaire
- 1000 CITIZENS - not users - phone interviewed in each region at the same time by same company
- 36 questions dispersed on 10 categories

BEST - Results 2000



Evaluation of Results



- Seminar in Stockholm - October 2000
- Each city to present one area of success!
- After Seminar:
 - Cities to comment on results - report
 - Steering group points out 4 "Common Interest Groups" - CIG, each of the cities "owns" one group
 - Integrated Public Transport and City Planning - Copenhagen
 - Information at Traffic Disruptions - Helsinki
 - Complaint Management - Oslo
 - Systematic Branding - Stockholm

Spring 2001

- Continued work of CIGs
 - Each organisation appoints key persons
 - SIQ benchmarking model
- Questionnaire is adjusted FOR THE LAST TIME!!
- Steering group invites new participants
 - "Recruitment" primarily via UITP-network
 - Munich, Barcelona, Vienna and Turin join
 - Policy of Communication is approved and signed!

Further steps...

- 2001 survey is carried out
- Quite different results - some cultural impact, more "competition" from efficient companies
- Evaluation of CIGs
- Seminar in Stockholm - next week!! Max. 50 participants

Alternative benchmarking:

- HUR participates in several benchmarking surveys - both internationally and nationally.
- *What we didn't want:*
 - Another quantitative comparison of key figures
 - Another big report for the drawer
- *What we wanted:*
 - An easy, usable and task-oriented benchmark forum
 - Network

Evaluation of the Method

- Strengths
 - Easy to use
 - Relatively cheap
 - Very oriented towards the practical work
 - Network creating
 - We all deal with app. the same problems
- Weaknesses
 - Cultural differences in way of answering
 - Different customer expectations
 - Different company attitudes towards secrecy

Lessons from Scandinavia

- Benchmarking is difficult! - Set goals of what you want, be realistic!
- Limit the number of participating cities
- Get a strong central project owner - like Stockholm
- Common interest groups:
 - => Integrate work at home in the organisation, keep it decentral!
- Survey:
 - Appoint a steering committee
 - Agree on questionnaire - don't change it
 - Don't focus too much on ranking - CIGs are more important
 - Development in each city from year to year is interesting
 - Agree on press policy