

Our Benchmarking Journey

Anne Kinnes, CEO
The Black Watch Castle and Museum



BENCHMARKING

PROCESS

PERFORMANCE

BEST PRACTICES

METRICS

TECHNICAL

ASPECT

STRATEGIC

BUSINESS

INDUSTRY

COST

INFORMATION

PROCEDURE

TARGET

UNIT

TIME

PRODUCT

ENERGY

COMPARISON

PLAN

COMPARE

EVALUATION

MANAGEMENT

INDICATOR

SURVEY

FINANCIAL

TOOL

FUNCTIONAL

QUALITY

IMPROVEMENT

OPERATIONAL

RESULT

METHODOLOGY

SPECIFIC

IDENTIFY

Benchmarking | With and Without

Without Benchmarking

Internally focused

Non-inventive here!

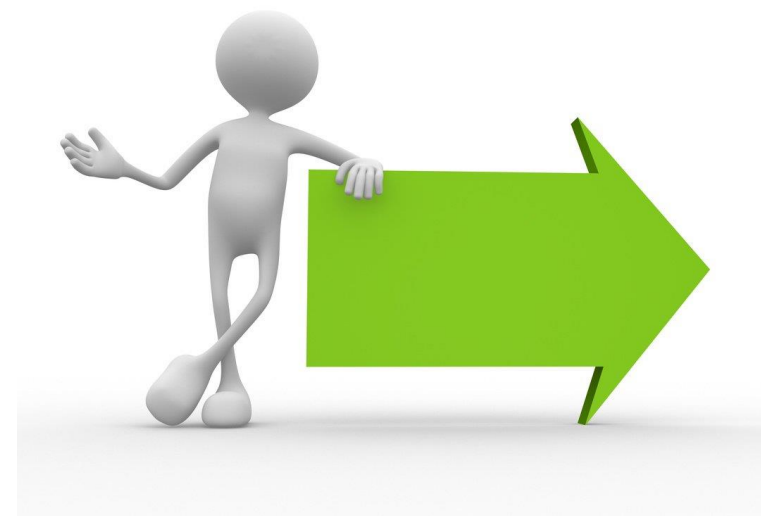
Few solutions

Evolutionary change

Average industry progress

Frantic catch up

Versus



With Benchmarking

Understanding of competition

Proactive search for change

Many options

Revolutionary change

Best practice breakthrough

World class performance





What we asked ourselves

- Do we really want to know the truth?
- Are we ready for change?
- What do we want to change?
- Can we enable change?
- Do we want to be a leader or a follower?



Our Journey

-  Stakeholders
-  The Team
-  Visitors
-  Mystery shoppers
-  Industry peers
-  Friends and family

Challenges

- Honesty
- Willingness to accept feedback
- Willingness to change
- Non – targeted
- Cost implications
- Timing





Successes

- Revisiting reviews and feedback
- Listening to competitors
- Develop change plans
- Learning journeys
- Award winning
- 5-star retention



anne@theblackwatch.co.uk