



International Qualification Network



ZWH

**Central Agency for Continuing Vocational
Education and Training in the Skilled Crafts**

**Benchmarking between training providers
as a permanent and effective quality
assurance tool**

Dr. Mark Sebastian Pütz



International Qualification Network



Central Agency for Continuing Vocational Education and Training in the Skilled Crafts

we support more than 500 training providers in Germany

... job training ... curricula ... e-learning ... consulting ... software licences ... learning materials
... teaching materials ... workshops ... conferences ... train the trainer ... research projects ... lectures
... staff training ... out-school-training ... computer assisted instruction ... management training
... online conferencing ... CBT/WBT development ... content sharing ... benchmarking



International Qualification Network



our benchmarking model ...

- ... based on the Pulse-Rate-Benchmarking Method™
of PerformNet AG / Switzerland
- ... developed in 2005
- ... evaluated in a pilot project
- ... in cooperation with 3 training providers
- ... adjusted for the needs of training providers



International Qualification Network



the idea is simple but effective ...

training providers can benefit from each other
by sharing their experiences and good examples





International Qualification Network



query of
existing processes

visualising
the status quo

comparison with
other organisations

adaption of
best practice



International Qualification Network

ZWH-benchmarking-questionnaire

controlling	demand management	sales	operations and development
cash flow management costs control profitability	business planning demand generation offer management	sales management post sales marketing partner management pipeline management sales pricing	personnel utilisation course quality infrastructure mgmt personnel development curriculum planning developm. of contents delivery channels

... no financial data, just processes ...



International Qualification Network

Success Parameters	evaluation criteria	evaluation criteria	evaluation criteria	value of the education centre		
	answer "a"	answer "b"	answer "c"	IVT	FVT	FEO

Do you regularly organise the receipt of feedback for every seminar from your seminar participants?	Yes.			a	a	a
Are there formalised follow up activities which are linked to the results of the participant feedback?	Yes.			a	a	
Is the contribution margin known for all seminars?	Yes.				a	
Is there an individual personal development plan for every employee?	Yes.			a	a	a
Is there a formalised qualification/induction process for external, temporarily employed Lecturers?	Yes.					
Is it possible to register for seminars online?	Yes, online registration is possible. There is also a technical interface with the course management system.	Yes, online registration is possible.			b	
How often is a sales report created which is then presented to management?	Weekly.	Once a fortnight.	Monthly.		c	



International Qualification Network

Success Parameters	value of the education centre		
	IVT	FVT	FEO

Examples

Please use this column and specify your answers! Your examples will flow into the Good Practice database.

Do you regularly organise the receipt of feedback for every seminar from your seminar participants?	30	50	10
Are there formalised follow up activities which are linked to the results of the participant feedback?	30	50	30
Is the contribution margin known for all seminars?	10	50	30
Is there an individual personal development plan for every employee?
Is there a formalised qualification/induction process for external, temporarily employed Lecturers?
Is it possible to register for seminars online?
How often is a sales report created which is then presented to management?

IVT =
Intercompany
Vocational
Training

FVT =
Further
Vocational
Training

FEO =
Federal
Employment
Office

Examples

Examples

Examples

Examples

Examples

Examples



International Qualification Network

QUALIFICATION AFRICA 2007



benchmarking report				training providers					
	maximum	Best practice	median	A	B	C	D	E	F
controlling/ monitoring									
A.01 cash flow management	200	182	147.5	125	118	170	140	182	150
A.02 costs control	300	260	225.0	200	250	140	250	260	250
A.03 profitability	370	370	238.3	320	160	150	210	370	220
total	870	812	610.8	645	528	460	600	812	620
demand creation									
B.01 business planning	660	630	490.0	430	580	320	460	630	520
B.02 demand generation	210	160	96.7	105	160	20	80	115	100
B.03 offer management	220	170	135.0	80	165	150	155	170	90
total	1'090	915	721.7	615	905	490	695	915	710
sales and marketing									
c.01 sales management	160	70	35.0	30	50	30	-	30	70
c.02 post sales marketing	160	90	66.7	70	90	40	60	90	50
c.03 partner management	30	20	3.3	-	-	-	-	-	20
c.04 pipeline management	180	170	95.0	100	120	-	50	170	130
c.05 sales	180	90	74.2	90	90	45	60	90	70
c.06 pricing	200	200	170.0	190	200	160	170	180	120
total	910	560	444.2	480	550	275	340	560	460
operations and development									
D.01 personnel utilisation	110	110	50.0	-	80	110	-	110	-
D.02 course quality	310	300	224.2	230	220	130	265	300	200
D.03 infrastructure management	30	20	11.7	20	20	-	10	20	-
D.04 personnel development	150	110	66.7	70	110	40	40	85	55
D.05 curriculum planning	130	130	85.0	30	100	90	100	130	60
D.06 development of contents	90	80	56.7	70	80	50	60	80	-
D.07 delivery channels	120	120	86.7	40	40	120	100	110	110
total	940	835	580.8	460	650	540	575	835	425
sum total	3'810	3'122	2'357.5	2'200	2'633	1'765	2'210	3'122	2'215



International Qualification Network



workshop for the exchange of experiences (31st July 2007)



topic: „financial controlling“ as a management model for training providers

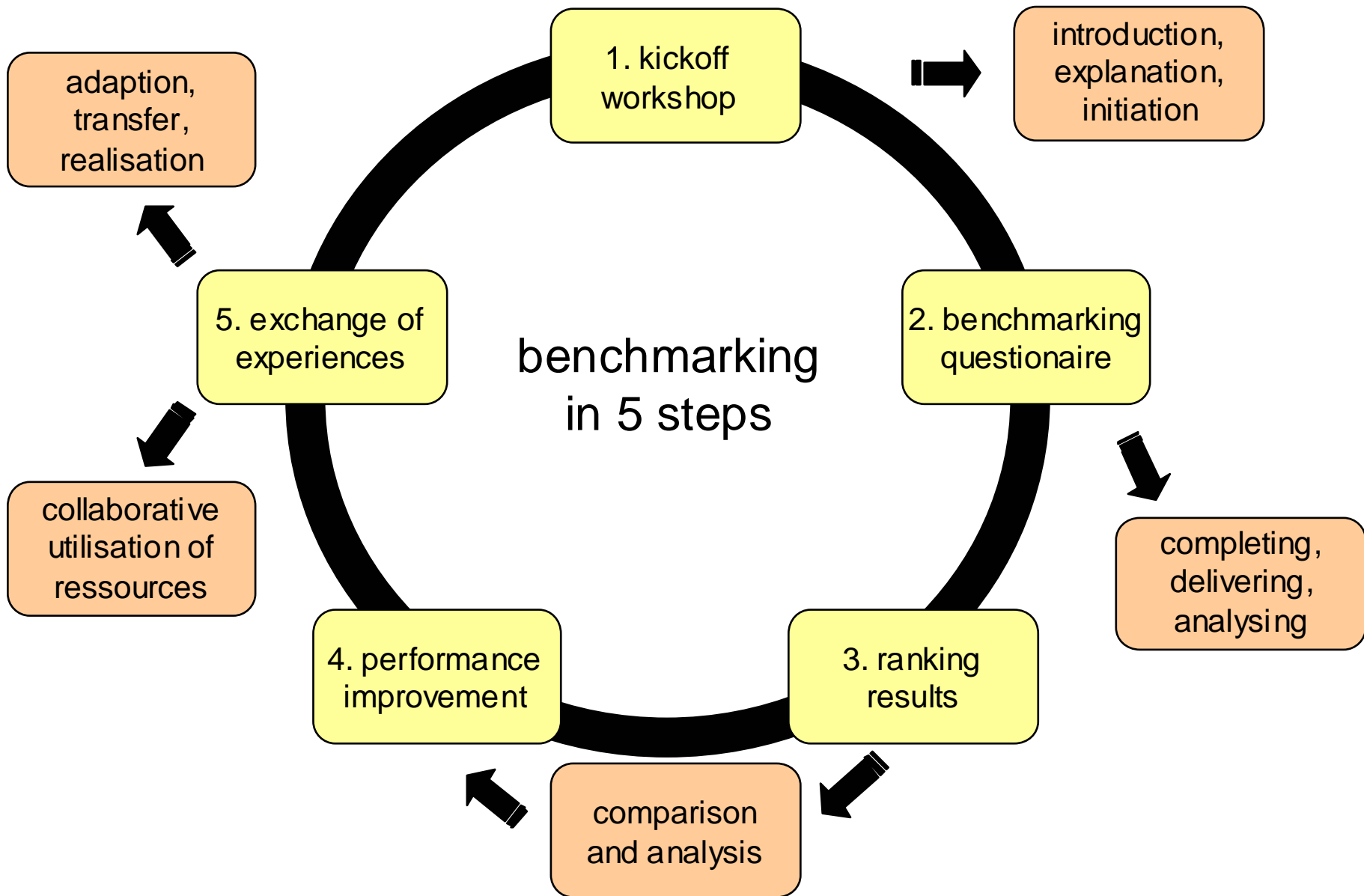


International Qualification Network



who has good examples of ...

- ... an effective sales strategy ?
- ... the administration of a CRM-database ?
- ... where to buy training contents ?
- ... how to control the booking-backlog ?
- ... the set-up of an e-learning-strategy ?
- ... how to increase the number of customers/ participants ?
- ... how to reduce costs ?





International Qualification Network



we are looking for ...

... umbrella organisations
to develop a South African network



... single training providers
to join our benchmarking network





International Qualification Network

QUALIFICATION
AFRICA 2007



Zentralstelle für die Weiterbildung im Handwerk

ZWH-Benchmarking-Network

ZWH-Benchmarking-Questionnaire

Version - 2.2 - Quick-Benchmarking (34)

Questionnaire for the self evaluation of educational centres

based on the Pulse-Rate-Benchmarking-Methology™ of PerformNet AG

© by Zentralstelle für die Weiterbildung im Handwerk e.V. - ZWH & PerformNet AG, 2007

Dr. Mark Sebastian Pütz, ZWH - Zentralstelle für die Weiterbildung im Handwerk e.V.
(Central Agency for Continuing Vocational Education and Training in Skilled Crafts)

Ulrich Hoffmann, PerformNet AG

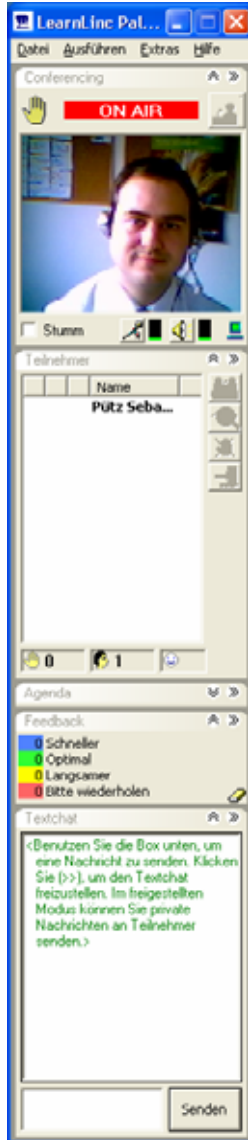
Special conditions of use for the questionnaires

1. General: This questionnaire is the property of Performnet AG and is only used in the scope of the ZWH benchmarking project.
2. Copyright: All rights of ownership and copyright and other rights remain the property of PerformNet AG. In as far as they aren't assigned to the user in the scope of the licence conditions, all other user rights also remain in the ownership of PerformNet AG.



International Qualification Network

QUALIFICATION AFRICA 2007



Ulrich Hoffmann, PerformNet AG
CEO & Head of Research and Development

Online-Conference
Friday, 30.11.07,
15:00

presentation of the
full questionnaire



International Qualification Network



join our network !

Dr. Mark Sebastian Puetz

Sternwartstraße 27-29, 40223 Duesseldorf, Germany

Phone: 0049 (0) 211 / 30 20 09 – 26

E-Mail: spuetz@zwh.de