

# DIN EN 15221-7:2013-01 (E)

## Facility Management - Part 7: Guidelines for Performance Benchmarking

---

<b>Contents</b>		<b>Page</b>
Foreword .....		4
Introduction .....		5
<b>1</b>	<b>Scope .....</b>	<b>7</b>
<b>2</b>	<b>Normative references .....</b>	<b>7</b>
<b>3</b>	<b>Terms, definitions and abbreviations .....</b>	<b>7</b>
<b>3.1</b>	<b>Terms and definitions .....</b>	<b>7</b>
<b>3.2</b>	<b>Abbreviations .....</b>	<b>8</b>
<b>4</b>	<b>Benchmarking types .....</b>	<b>9</b>
<b>4.1</b>	<b>General .....</b>	<b>9</b>
<b>4.2</b>	<b>Benchmarking content .....</b>	<b>10</b>
<b>4.2.1</b>	<b>General .....</b>	<b>10</b>
<b>4.2.2</b>	<b>Strategic benchmarking .....</b>	<b>10</b>
<b>4.2.3</b>	<b>Process benchmarking .....</b>	<b>10</b>
<b>4.2.4</b>	<b>Performance benchmarking .....</b>	<b>10</b>
<b>4.3</b>	<b>Benchmarking measure .....</b>	<b>11</b>
<b>4.3.1</b>	<b>General .....</b>	<b>11</b>
<b>4.3.2</b>	<b>Quantitative benchmarking .....</b>	<b>11</b>
<b>4.3.3</b>	<b>Qualitative benchmarking .....</b>	<b>11</b>
<b>4.3.4</b>	<b>Combination benchmarking .....</b>	<b>11</b>
<b>4.4</b>	<b>Benchmarking comparator .....</b>	<b>11</b>
<b>4.4.1</b>	<b>General .....</b>	<b>11</b>
<b>4.4.2</b>	<b>Internal benchmarking .....</b>	<b>12</b>
<b>4.4.3</b>	<b>Competitor benchmarking (sector benchmarking) .....</b>	<b>12</b>
<b>4.4.4</b>	<b>Cross-sector benchmarking .....</b>	<b>12</b>
<b>4.5</b>	<b>Benchmarking domain .....</b>	<b>12</b>
<b>4.5.1</b>	<b>General .....</b>	<b>12</b>
<b>4.5.2</b>	<b>Local benchmarking .....</b>	<b>12</b>
<b>4.5.3</b>	<b>National benchmarking .....</b>	<b>13</b>
<b>4.5.4</b>	<b>International benchmarking .....</b>	<b>13</b>
<b>4.6</b>	<b>Benchmarking frequency .....</b>	<b>13</b>
<b>4.6.1</b>	<b>General .....</b>	<b>13</b>
<b>4.6.2</b>	<b>One-off benchmarking .....</b>	<b>13</b>
<b>4.6.3</b>	<b>Periodic benchmarking .....</b>	<b>13</b>
<b>4.6.4</b>	<b>Continuous benchmarking .....</b>	<b>13</b>
<b>5</b>	<b>Benchmarking outputs .....</b>	<b>14</b>
<b>5.1</b>	<b>General .....</b>	<b>14</b>
<b>5.2</b>	<b>Financial benchmarks .....</b>	<b>14</b>
<b>5.2.1</b>	<b>General .....</b>	<b>14</b>
<b>5.2.2</b>	<b>Primary financial ratios .....</b>	<b>14</b>
<b>5.2.3</b>	<b>Secondary financial ratios .....</b>	<b>14</b>
<b>5.2.4</b>	<b>Tertiary financial ratios .....</b>	<b>14</b>
<b>5.3</b>	<b>Spatial benchmarks .....</b>	<b>15</b>
<b>5.3.1</b>	<b>General .....</b>	<b>15</b>
<b>5.3.2</b>	<b>Primary spatial ratios .....</b>	<b>15</b>
<b>5.3.3</b>	<b>Secondary spatial ratios .....</b>	<b>15</b>
<b>5.4</b>	<b>Environmental benchmarks .....</b>	<b>15</b>

5.4.1	General .....	15
5.4.2	Primary environmental ratios .....	15
5.4.3	Primary energy ratios .....	15
5.4.4	Primary water ratios .....	15
5.4.5	Primary waste ratios .....	16
5.4.6	Other environmental scores .....	16
5.5	Service quality benchmarks .....	16
5.5.1	General .....	16
5.5.2	Primary service quality scores .....	16
5.5.3	Secondary service quality scores .....	16
5.6	Satisfaction benchmarks .....	16
5.6.1	General .....	16
5.6.2	Primary satisfaction scores .....	17
5.6.3	Secondary satisfaction scores .....	17
5.7	Productivity benchmarks .....	17
5.7.1	General .....	17
5.7.2	Primary productivity scores .....	17
6	Benchmarking process .....	18
6.1	General .....	18
6.2	Preparing phase .....	19
6.2.1	General .....	19
6.2.2	Set objectives (purpose and scope) .....	19
6.2.3	Define methodology (indicators and benchmarks) .....	19
6.2.4	Select partners (peers and code of conduct) .....	19
6.3	Comparing phase .....	20
6.3.1	General .....	20
6.3.2	Collect data (collect and validate) .....	20
6.3.3	Analyse data (determine and normalise) .....	20
6.3.4	Determine gaps (compare and explain) .....	20
6.3.5	Report findings (communicate and discuss) .....	21
6.4	Improving phase .....	21
6.4.1	General .....	21
6.4.2	Develop action plan (tasks and milestones) .....	21
6.4.3	Implement plan (change and monitor) .....	21
6.4.4	Process review (review and recalibrate) .....	21
Annex A (normative) Performance data .....		22
Annex B (normative) Collecting contextual data .....		25
Annex C (normative) Collecting financial data .....		26
C.1	General .....	26
C.2	General accounting rules .....	26
C.3	Rented versus owned buildings .....	26
Annex D (normative) Collecting spatial data .....		33
D.1	General .....	33
D.2	General spatial rules .....	33
Annex E (normative) Collecting environmental data .....		35
Annex F (normative) Collecting service quality data .....		48
Annex G (normative) Collecting satisfaction data .....		55
Annex H (informative) Inherent complications and risks .....		62
Annex I (informative) Benchmarking examples .....		64
Bibliography .....		68