



# Natural Logic

## DRAFT - Cooperative Benchmarking Program - DRAFT

### **What**

The cooperative benchmarking program will enable groups of eight to 12 companies with comparable operations to:

- develop a shared set of key performance benchmarks
- collect, analyze and share comparative performance in relation to benchmarks;
- share experiences, problems, solutions related to management and evaluation of environmental performance

The process will be produced and coordinated by Natural Logic, and hosted by [state//local business/environment program], with the collaboration of [their local consultants] and [local college/university].

### **Process**

#### **Selection and recruiting of companies**

Decide on initial sectors based on scale, significance, issues and interest.

Potential initial sectors:

- food processing;
- printing;
- grocers;
- hotels;
- restaurants;
- retail;
- furniture/wood products manufacture;
- high tech.

Recruit participants through PROGRAM and industry associations.

#### **Monthly meetings**

##### **Months 1 - 3: Benchmark selection / definition**

Participants will develop a common list of key environmental indicators (and perhaps performance goals for each) to support a proactive “lean and clean” focus.

Benchmarks will be selected that are:

- significant and meaningful to participants
- helpful in changing behavior to improve environmental quality performance

Benchmark domains could include, for example:

- resource use, efficiency and conservation (water, energy, materials)
- pollution prevention - waste and emissions (air, water, solid, hazardous)
- quality measures, etc

(All would be normalized to traditional business measures, including revenue, profit, yield, etc.)

##### **Months 4 - 10: Ongoing monthly meetings**

Scheduled and hosted on rotating basis by participating companies,

Facilitated discussion and problem solving around current resource productivity and quality management issues

**Months 11 - 12: Results and review**

Presentation & discussion of results

Lessons learned from process

(eg, data availability and collection; technical systems; organizational systems)

Discussion of next steps, next cycle

Process improvement: Guided by the benchmarking analyses and discussions, participants work with PROGRAM, its consultants, and student teams to implement and track process improvements and impacts.

**Data Collection, analysis and reporting**

Participants collect data in native format (electronic data or paper invoices) and, where possible permission for vendors to provide electronic data feeds.

Natural Logic compiles, analyzes and presents data in tabular and graphic form through a secure web interface. (See Figure 1.) Data analysis may include progress toward indicated goals, performance/product ratios, "best in class" designations, and other measures.

(All data will be held in strict confidence, with company and facility names blinded; individual company data will be available only to participants from that company. Participants will be able to compare their own performance, in confidence, with that of other participants, and may disclose identity to other participants at their option.)

**Roles**

Participants will schedule and host monthly meetings, and coordinate presentations and discussions for months 4 through 10. Participants will be responsible for all internal data gathering functions.

**Natural Logic:** serves as facilitator of the overall process, provides guidance in benchmark selection; compiles and analyzes data collected by participants; and provides confidential, interactive web-based performance analysis interface. (Natural Logic is also available for additional, ongoing or company specific consultation.)

**State/Local Program:** coordinates recruitment of participating companies; provides program management, and public face of program

**Program consultants:** lead site assessment and process improvement work with individual companies (assisted by college/university/NLI)

**College/University:** provides multi-disciplinary student teams; assists companies in site surveys; data collection and preparation; identification and analysis of process improvements.

**Budget**

Software license: \$\_\_,000 + \$\_\_,000 per facility (first year; \_\_% following years)

Data collection/entry/management: web forms, \$0; data entry (if required)\$\_\_ /month/facility; live data linkages, TBD

Benchmark group facilitation: \$ \_\_,000/group/month (prep, 1 day; meeting, 1/2 day; follow-up calls / telephone support, 1 days = 2.5 days/month)

Project management: \$ \_\_,000/month or \_\_% of billings (whichever is greater)

Program funding: PROGRAM and others (perhaps with seed funding from a large company with an interest in engaging their suppliers), plus possible participant cost-share from participating companies.

Suggested minimum group size: eight  
Suggested maximum group size: twelve

**Project flow**

Development, seed funding – Q1  
Development, funding & recruitment – Q2  
Pilot launch – Q3  
Broader launch – Q4

**Precedents**

California Energy Extension Service pilot

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