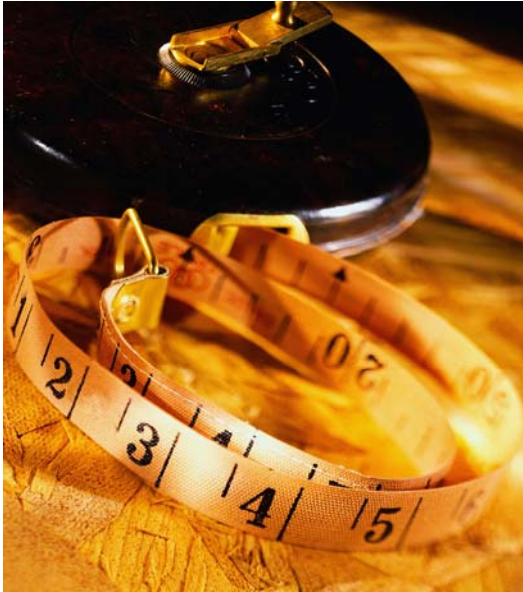


Enterprise Performance Management - Developing Successful Performance Measures and Measurement Systems

Course Outline



Enterprise performance is at the core of management focus today. More than just financial measures, quantitative and qualitative measures have emerged as critical to success today.

Measures and measurement systems are the foundation of returning value to investors and owners of an enterprise. As a result, the improvement of performance is one of the significant tasks of managers in the enterprise.

A key result of performance management is achieving a lean and more flexible enterprise that returns maximum results. What is needed is an effective and efficient way to achieve continuous improvement through the skillful use of performance measures. The successful deployment of a performance measurement, management and reporting system is a key component of the tools needed for success.

“The successful deployment of a performance measurement, management and reporting system is a key component of the tools needed for success.”

This course includes extensive exercises organized around a case study concept that the participant can use as a performance improvement template in their company. Along with the exercises are demonstrations of several software tools used for performance management including a Balanced Scorecard tool.

Contact Knowledge Consultants, Inc. at 847-543-1225

Competitive Intelligence

Course Outline

Section 1: Overview – Business Performance Today

Course Objectives and structure

The measurement concept

A little history on measures

A measurement approach

A reporting approach

Where do you start?

Demonstration – A planning and budgeting system.

Section 2: Measuring Performance

Measures for the enterprise

Budgeting and planning

Discipline based measures

Internally focused measures

Externally focused measures

Ongoing performance management

Exercise – What type of measure is needed?

Section 3: Performance Indicators

The indicator idea

Critical success factors

Key performance indicators

Process measures

Diagnostic measures

Qualitative techniques

Exercise – Choosing indicators.

Section 4: Strategy and performance

Strategic thinking

Direction and measures

Measures that lead and measures that lag

The strategic plan

The enterprise performance plan

Exercise – Identifying KPIs

Section 5: Strategic Benchmarking

The strategic benchmark concept

Techniques for strategic benchmarking

The strategic assessment

Quality and benchmarking

Strategic baseline

Exercise – Setting Strategic Benchmark Goals

Section 6: Strategic objectives and measures

Strategies and objectives

Connecting measures with objectives

Measuring strategic results

Strategic performance reporting

The management dashboard

Demonstration – A business intelligence product

Section 7: Scorecards

The scorecard idea

A little history of scorecards

Types of scorecards

Uses of scorecards

The performance audit and scorecards

Exercise – What type of scorecard do you want?

Section 8: The Balanced Scorecard

The balanced scorecard idea

Strategy maps

Performance measures

Targets and measures

Cascading scorecards

Scorecards in the private sector versus the government

Exercise – Developing a balanced scorecard

Section 9: Leveraging the scorecard idea

Automating the scorecard

Implementing the methodology

Communicating the approach and need

Deploying scorecards in the enterprise

Issues with scorecards

Demonstration – A balanced scorecard product

Section 10: Operational performance

Measures and process performance

Quality and measures

Product, processes and skills

Continuous improvement

Relating people to performance

Exercise – Setting operational performance goals

Section 11: Benchmarking for operational performance

Operational performance

Motives for an operational benchmark

The process view of benchmarking

Measures for operations

Discipline oriented benchmarking

Supply chain, ERP, CRM etc.

Understanding operational benchmarking results

Demonstration – Sales performance example

Section 12: Transformation performance

Business transformation and discontinuity

Measures migration

Reporting migration

Defining the new performance environment

Measurement continuity

Exercise – Are you doing better after the transformation?

Section 13: Systems for Reporting

Management systems concepts

Determining systems requirements

Data, data delivery and report generation

Management disciplines and reporting

Managing the reporting environment

Exercise – Reporting systems for continuous improvement

Section 14: Choosing a Performance Tool

The tool evaluation checklist

Types of tools for performance

Tool characteristics and examples

Planning and Budgeting

Business Intelligence

Competitive Intelligence

Benchmarking

Process Improvement and Simulation

Balanced Scorecard

Exercise – A Performance Tool Checklist

Section 15: Trends in Performance Management

Regulatory and Compliance Reporting

Tools and More Tools

New Types of Measures

New Stakeholders

Delivery of Performance Data

Exercise – Wrap and Final Question Session