

# ENTERPRISE PERFORMANCE MANAGEMENT

KNOWLEDGE CONSULTANTS INC.

## Successfully Using Business Analytics

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 well as assuring that you keep customers. 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. It is not sufficient to implement a performance improvement project today. What is needed is an effective and efficient way to achieve continuous improvement through the skillful use of performance measures, measurement systems and software tools.

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



### Learning Outcomes

- Use the steps of BPM to create and manage process artifacts
- Summarize requirements for a process
- Produce process diagrams that reflect requirements
- Explain why measures are important to assessing return on investment for process improvement
- Describe why process context provides a measure of risk in process improvement
- Demonstrate how to simplify, consolidate and integrate processes
- Explain process enablers (such as skills, IT and policies and procedures) and why they are important to process performance

### Learning Benefits

- Prepare a business case for process change
- Prepare process diagrams and assess performance of the current state of one or more processes
- Define the expected or future flow of processes and the expected performance
- Consolidate processes due to merger, acquisition and combining of operating units
- Create and organize a process library for reference and reuse of process material
- Develop a deployment action plan to implement process changes.

*Hands on exercises and daily exams ensures you're learning!*

## Identifying Measures of Interest

### WHO SHOULD ATTEND?

- Business planners
- Strategic planning specialists
- Performance analysts
- IT Professionals and Specialists
- Business Analysts.
- Managers

#### Overview – Business Performance Today

- The measurement concept
- A little history on measures
- A measurement approach
- A reporting approach
- Where do you start?

#### Demonstration: Performance analysis with ‘what if’ techniques.

#### 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 measures are needed?

#### Performance Indicators

- The indicator idea
- Critical success factors
- KII – Key influence indicators
- KRI – Key results indicators
- KPI - Key performance indicators
- Qualitative techniques

#### Exercise:: Choosing indicators.

## Linking Strategy and Performance

#### 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

#### Strategic objectives and measures

- Strategies and objectives
- Connecting measures with objectives
- Measuring strategic results
- Strategic performance reporting
- The management dashboard

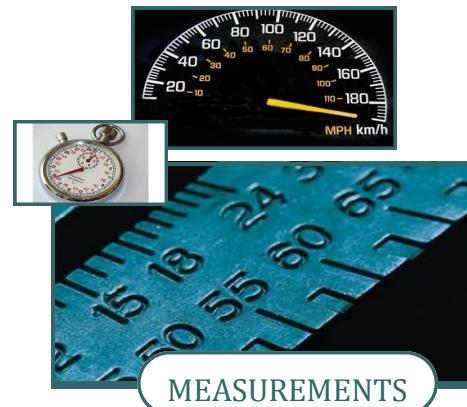
#### Demonstration: A business intelligence product

#### Operational Performance and Strategy

- Evaluating operations with the scorecard idea
- The history that got us here today

- Types of scorecards
- Uses of scorecards
- Strategy and scorecards
- Linking performance indicators together for strategic performance

#### Exercise: What type of scorecard do you want?



What Do You Need to Measure?

## Scorecarding

### Process based scorecards

- End to end performance

- Using scorecards for process performance
- Supply chain management
- Customer relationship management
- Enterprise resource planning
- Logistics management
- Industry specific process scorecards
- Patient Management, Insurance Policy Management, Loan Processing

**Exercise: What type of scorecard do you want?**

### Functional/ Organizational Scorecards

- What functions need scorecards?
- HR scorecards
- IT scorecards
- Operations scorecards
- Finance and Accounting

### Exercise: Developing a functional scorecard for IT

### The Balanced Scorecard

- The balanced scorecard idea
- Strategy maps
- Performance measures

This course includes extensive exercises organized around a case study 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.

- Targets and measures

- Cascading scorecards

- Scorecards in the private sector versus the government

**Demonstration A performance management product and scorecarding**

## Operational Performance

### Operational performance

- Measures and process performance
- Quality and measures
  - Product, processes and skills
- Continuous improvement
- Relating people to performance

**Exercise :Setting operational performance goals**

### 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

**Exercise: Benchmarking Key Processes in Operations**

### Systems for Operational Reporting

- Management systems concepts
- Determining systems requirements
- Types of tools for performance reporting
- Data, data delivery and report generation
- Management disciplines and reporting
- Managing the reporting environment



**Wrap and Final Question Session**

## **Knowledge Consultants Educational Services**



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Knowledge Consultants, Inc. is a professional services firm founded in 1984. KCI provides consulting and professional education services. With over 30 courses taught worldwide, KCI provides the opportunity to develop core strengths in the following certification areas:

- Process Management
- IT Management
- Business Performance Management
- Business Analysis
- Analytical Techniques for Business
- Business and IT Architecture



KCI has expanded its training and consulting efforts world-wide into Europe, Southeast Asia and the Middle East. KCI has an outstanding list of current and past clients including many of the Fortune's 100 companies..



Frank Kowalkowski is President and CEO of Knowledge Consultants Inc., a professional services firm founded in 1984 with practice areas in knowledge management, business intelligence, and performance, business and system architectures, supply chain management, and application design and development.

With more than three decades of management consulting and industry experience under his belt, Frank's spectrum of expertise mainly lies in manufacturing, distribution, insurance, financial services and the public sector. He has also played key roles in a wide range of projects, including e-Commerce, Application Integration,

### **Meet the Expert—Frank Kowalkowski**

ERP and Supply Chain Management Benchmarking, Technology Deployment, Knowledge Management, Artificial Intelligence, Business Performance Measurement, Business and Competitive Intelligence, Process Improvement and Data Warehousing,

Prior to his presidential post at Knowledge Consultants, Inc., Frank was the Director of Consulting for the Spectrum Group, responsible for reengineering consulting, process improvement and operational systems consulting. His engagements also included senior management presentations, audits, assessments, organizational studies, and methodology development and implementation.

In addition to being a keynote speaker at international conferences as well as a conference chair, he has written numerous papers and spoken at conferences on a variety of subjects such as technology forecasting, process analytics and management, business analysis,

management disciplines, and enterprise performance management.

Frank is also the author of a 1996 book on Enterprise Analysis and over 70 papers. He is currently working on a BPM book for managers and a new edition of the enterprise analysis book.

Frank focuses on training and consulting efforts internationally in regions such as North America, Europe, Southeast Asia and the Middle East. He has an outstanding list of current and past clients including many of the Fortune's 100 companies; Textron, Royal Bank of Canada, QBE Insurance North America, First Bancorp, Saudi Telecomm, DuPont Corporation, Kimberly-Clark Saudi Arabia, Federal Reserve Bank of New York, National Castings, Nuqlj Jordan, Koch Oil, Kemper Insurance, BMC Software, United Airlines, Standard Parking, Zain, Outboard Marine Corporation, US Department of Defense, and the US Department of Transportation .