THE KPI INSTITUTE

Celebrating 15 Years of PERFORMANCE

Off-site & Online
Consulting Services Catalogue

March 2020 | 105 pages

TABLE OF CONTENTS

About us

THE KPI INSTITUTE

About us

The KPI Institute is a leading global research institute specialized in business performance. It operates research programs in 12 practice domains, ranging from strategy and KPIs to employee performance and from customer service to innovation performance.

Insights are disseminated through a variety of publications, subscriptions services and through a knowledge platform available to registered members. Support in deploying these insights in practice is offered globally through training and advisory services.

"Empower the world to achieve performance excellence"

2004
YEAR OF ESTABLISHMENT

225+
research reports published to date

15+
years spent on researching KPI best practice

70+
staff members

4 OFFICES

- Australia
- Europe
- Middle East
- South East Asia

6 CONTINENTS   On which we delivered trainings

34 global partner organizations

54 countries where we delivered educational programs

128 countries with research clients

smartKPIs.com
The *smart* choice in performance management

21,166 KPI examples published

55,457 Companies registered

95,245 Members on our online communities

1,072,254 Professional reached

About us

VISION

Empower the world to achieve performance excellence

MISSION

Provide integrated performance solutions through rigorous research, educational programs and advisory services

VALUES

ADDED VALUE
Offering more through innovation and value for money

BEST KNOW-HOW
Through the integration of multidisciplinary global expertise

COMMON SENSE
Fairness, modesty and friendship

DATA AND FACTS
Expertise and opinions based on specific data

EFFICIENCY
Key principle for prioritization and getting things done

About us

Our pillars

We have designed a wide range of services dedicated to provide our customers with extensive performance management solutions, from research to training and consultancy.

Global authority on KPIs

Theoretical research

&

Practical business experience

RESEARCH

More than 14 years dedicated to researching best practices in performance management.

TRAINING

Business success starts with competent people and we have a training for each need.

CONSULTING

We help companies successfully build and implement Performance Management Systems.

What makes us unique is the combination of **core research,** comprising of **primary studies** and **in-depth secondary research**, with **the practical experience** gained during dozens of advisory projects, which allows us to have a more practical approach towards providing solutions that best fit customers needs.

Evaluated, updated, blended, experiential, benchmarked, practical and **validated** – our training courses have been redesigned in line with the latest trends, so we can train professionals in developing new skills.

From **business strategy** and **operations** to **Performance Management,** and from **sales** and **costs**, to **innovation** and **sustainability** – we support organizations in surpassing such **challenges**, in order to meet their performance management goals.

About us

The KPI Institute provides assistance to companies faced with challenges ranging from business strategy and operations to Performance Measurement and Management, and from sales and costs, to innovation and sustainability.

Our approach, grounded in industry-specific experience and dedicated to delivering measurable, sustainable results, can help you acquire a rigorous standardized approach to satisfy your business objectives.

Today, the TKI Advisory Team continues the mission of offering customized services to meet every company's performance management goals.

At The KPI Institute, we understand that business strategy is a constant, evolutionary process and we are here to offer you the insights for reaching the desired level of performance, consolidate competitive advantage and differentiate yourself to competitors.

Methodology

TKI Framework - The overall planning and approach to project requests is based on TKI Performance Framework, which can integrate, depending on client specific needs, elements of external business excellence systems such as EFQM, BSC or Baldrige.

Research Data - A characteristic of TKI projects is to leverage on our core research capability to understand the context and provide fundamental solutions. Secondary data from TKI's knowledge base can be used, along with primary research conducted by the project team.

Project Team Competence - Our consultants have an extensive industry experience backed up by valuable expertise on working on similar projects.

Communication Plan and Road Map – The entire project will conclude with the outline of a roadmap for strategy implementation and the articulation of a strategic communications plan.

Participant Experience – Our purpose is to deliver not only consultancy services, but also to develop a relevant learning experience which will be transferred into practice through a set of workshops, presentations and direct engagement with stakeholders to assure a common level of understanding and gain the right competences to achieve the desired outcomes.

Off-site & online consulting services tailored to fit customers' needs

Audit `1`

- Organizational Level
- Capability Level

Strategy and Performance Management System `2`

- Strategy
- Governance
- OKRs

- Departmental KPIs
- Employee KPIs
- Individual coaching

- Initiatives Management
- KPI Documentation / Review

Organizational Systems Development `3`

- Process Management
- Procedures

- Indexes

- Benchmarking
- Data analysis

Enablers `4`

- Toolkits

- Healthogram
- Sustainogram

- Software

Strategy & Performance Management System Audit

The KPI Institute

1. STRATEGY & PERFORMANCE MANAGEMENT SYSTEM AUDIT

Steps

1 — Project initiation

2 — Evidence-based Assessment

3 — Perception-based Assessment

4 — Interview-based Assessment

5 — Audit Report generation

6 — Project closure

Duration

# Modules	# Duration (days)
1 Module	10 days
2 Modules	15 days
3 Modules	20 days
4 Modules	25 days
5 Modules (integrated audit)	30 days

STRATEGY & PERFORMANCE MANAGEMENT SYSTEM AUDIT

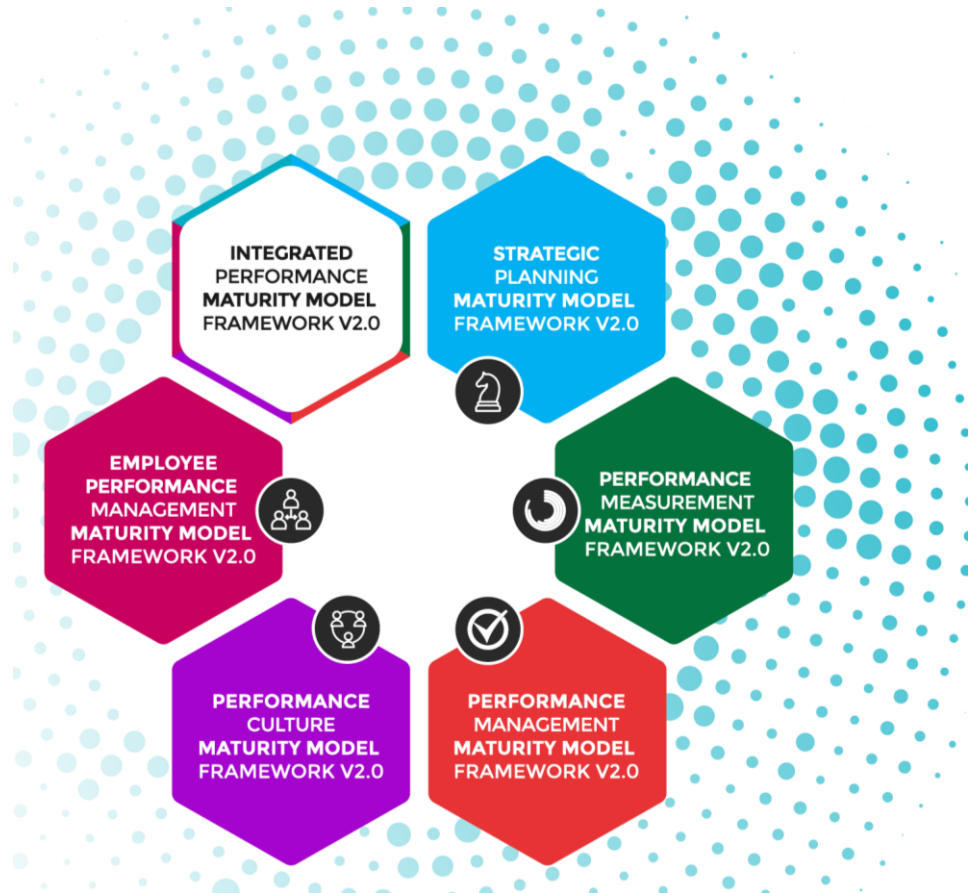| Phase	No.	Activity	Description	Deliverables	Location	Days
1	**Project Initiation**					
	1.1	Performance Audit Project Plan draft	The Auditor will draft the Performance Audit Project Plan, a template used to outline the succession of steps to be taken as part of a Performance Audit implementation project, as well as the corresponding timeline for each of the mentioned activities and will share the document with the client for validation.	• Performance Audit Project Plan	Off-site	0.5
2	**Evidence-based Assessment**					
	2.1	Request for internal documents	The Auditor will share with the client organization a list of internal documents to be sent for review, corresponding to the number of capabilities in scope of the audit.	N/A	Off-site	0.5
	2.2	Documents Submission	The client organization will submit the list of requested documentation to be evaluated by the Auditor, by uploading them on the online platform.	N/A	Off-site	N/A
	2.3	Documents validation	The Auditor will download the documents provided by the client organization and will ensure that no document is missing, using a checklist.	• Checklist Internal documents	Off-site	1
	2.4	Documents assessment	The Auditor will perform an extensive analysis of the documentation provided by the client by rating the statements reflecting best practices with scores from 1 to 5 using specific assessment criteria. The average score/dimension, the average score/capability and the overall score (where applicable) will be calculated.	• Scores obtained	Off-site	5
3	**Perception-based Assessment**					
	3.1	Stakeholders identification	The Auditor and the client organization will identify the internal key stakeholders who will participate in the Maturity Survey and will segment the audience based on the number of capabilities to be assessed.	• Audience Segmentation	Off-site	0.5
	3.2	Survey Dissemination	The Auditor will configure the survey, submit it and send reminders to the designated audience in order to rate the statements corresponding to the assessed capability.	•Survey configured	Off-site	0.5
	3.3	Data collection	The Auditor will download the excel file with survey responses.	•Survey responses file	Off-site	N/A
	3.4	Data interpretation	The Auditor will analyze the scores allocated by the internal stakeholders for each of the statements reflecting best practices and will calculate the average score/dimension, the average score/capability and the overall score if applicable.	• Scores obtained	Off-site	2

STRATEGY & PERFORMANCE MANAGEMENT SYSTEM AUDIT

Phase	No.	Activity	Description	Deliverables	Location	Days
4		**Interview-based Assessment**				
	4.1	Scheduling interviews	The Auditor and the client will decide the suitable candidates for the interview stage and will confirm their availability.	• Interview audience selection and scheduling	Off-site	0.5
	4.2	Conducting interviews	The Auditor will ensure the right infrastructure for communication and will conduct the interviews individually.	• Interview findings	Off-site	2
5		**Audit Report Generation**				
	5.1	Findings consolidation	Based on the scores obtained for the evidence-based and perception-based assessments, the general score will be calculated, and the maturity level established. The findings from all 3 assessments will be reviewed and consolidated.	• Findings list	Off-site	3
	5.2	Recommendations drafting	The Auditor will suggest recommendations for improvement based on the findings and the current maturity level of the client organization.	• Recommendations for improvement list	Off-site	3
	5.3	Report design	The Auditor will prepare the draft of the report, by integrating text and graphs. The report will contain the description of current maturity level, scores obtained, methodology used, capabilities assessed, findings and recommendations.	• Audit Report	Off-site	6
	5.4	Outputs generation	In addition to the Audit Report, the Auditor will create 3 more deliverables to be presented to the client for a better visualization of the achieved results and future roadmap.	• Executive Dashboard • Roadmap for Continuous Improvement Report and • Roadmap for Continuous Improvement Infographic	Off-site	5
6		**Project Closure**				
	6.1	Issuing the Maturity Level Certificate of Recognition	The client organization will receive a certificate of recognition reflecting the maturity level achieved.	• Certificate of Recognition	Off-site	0.5
TOTAL OFF-SITE DAYS FOR THE INTEGRATED STRATEGY & PERFORMANCE MANAGEMENT SYSTEM AUDIT						**30**
(5 CAPABILITIES)						

STRATEGY & PERFORMANCE MANAGEMENT SYSTEM AUDIT

Under the flag of its Global Performance Audit Unit, The KPI Institute has developed the proprietary Strategy and Performance Management Audit Framework, built on maturity models that cover 5 components of a Strategy and Performance Management System, with the ultimate purpose of achieving full integration among them.

The assessment process relies on approx. 300 statements that reflect best practices. These statements were documented through research activity, feedback from practice and consultancy expertise rolled out in the last 10 years.

The frameworks were designed to identify gaps between maturity levels and provide guidance on how these gaps can be closed.

INTEGRATED PERFORMANCE MATURITY MODEL FRAMEWORK V2.0

STRATEGIC PLANNING MATURITY MODEL FRAMEWORK V2.0

EMPLOYEE PERFORMANCE MANAGEMENT MATURITY MODEL FRAMEWORK V2.0

PERFORMANCE MEASUREMENT MATURITY MODEL FRAMEWORK V2.0

PERFORMANCE CULTURE MATURITY MODEL FRAMEWORK V2.0

PERFORMANCE MANAGEMENT MATURITY MODEL FRAMEWORK V2.0

KEY BENEFITS OF THE STRATEGY & PERFORMANCE MANAGEMENT SYSTEM AUDIT

- Ensure you have the right tools, processes and people in the right place;

- Identify the weaknesses of your current performance management framework and learn how to shift from one maturity level to the next one;

- Maximize the added value generated by your performance management system, by elevating current practices to best practices;

- Support progress in implementing initiatives by using the Roadmap for Improvement during monthly Performance Review Meetings;

- Educate stakeholders to be oriented towards continuous learning and improving;

- Justify investments in process improvement.

LEVEL 5
OPTIMIZED

LEVEL 4
INTEGRATED

LEVEL 3
STRUCTURED

The audit methodology relies on the collection of the data from 3 sources

LEVEL 2
EMERGENT

A. **Evidence-Based Assessment -** Documentation Review**;**
B. **Perception-Based Assessment -** Survey Methodology;
C. **Interview-Based Assessment -** with Key Stakeholders.

LEVEL 1
INITIAL
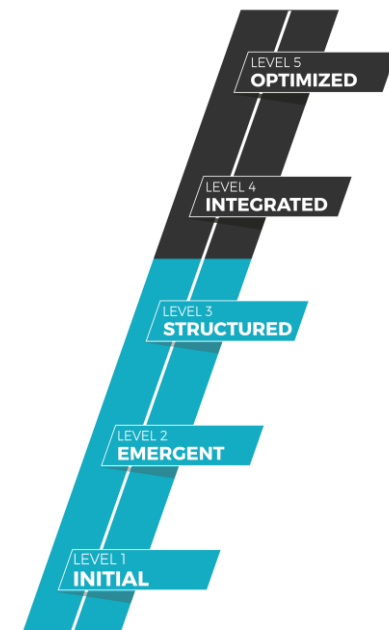
STRATEGY & PERFORMANCE MANAGEMENT SYSTEM AUDIT OUTPUTS

The Strategy & Performance Management System Audit generates two reports and visual representations through Dashboards and Infographics:

- Performance Audit Report and Executive Dashboard;

- Roadmap for Continuous Improvement Report and Infographic.
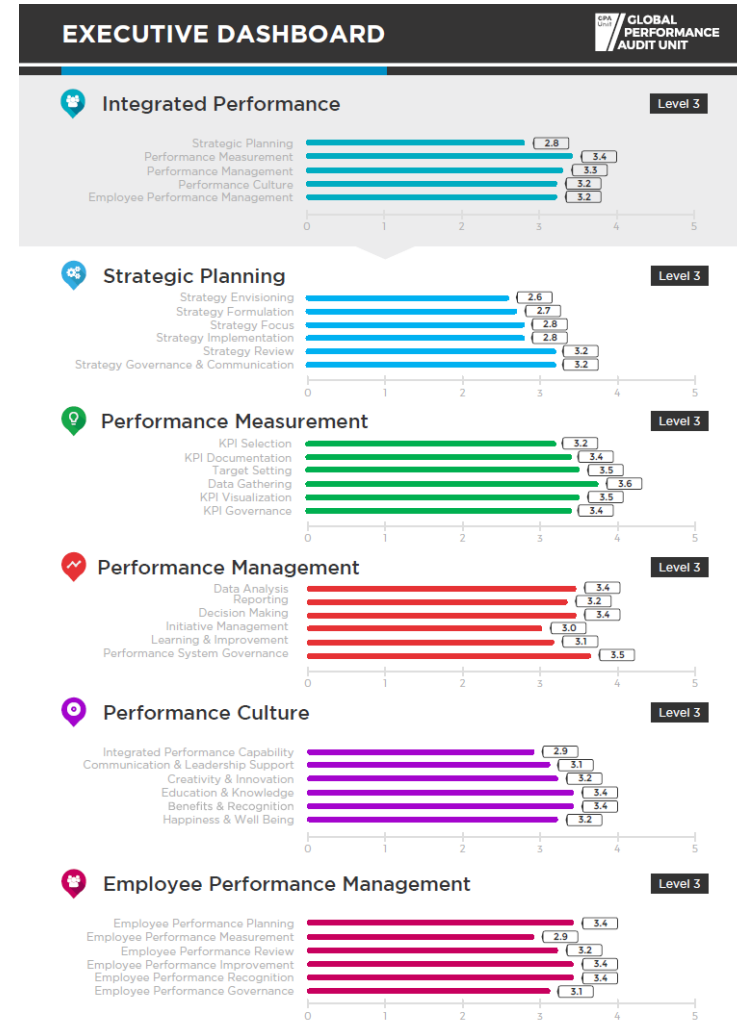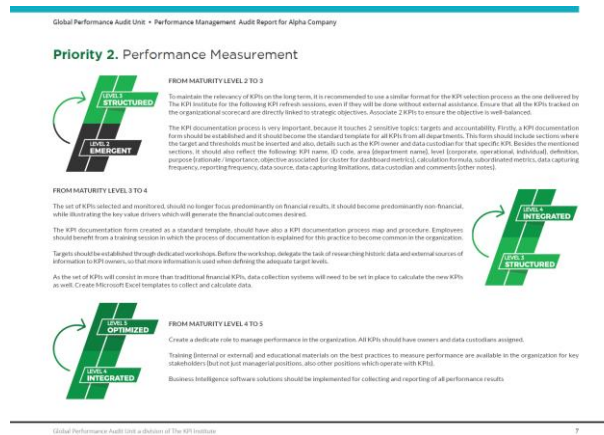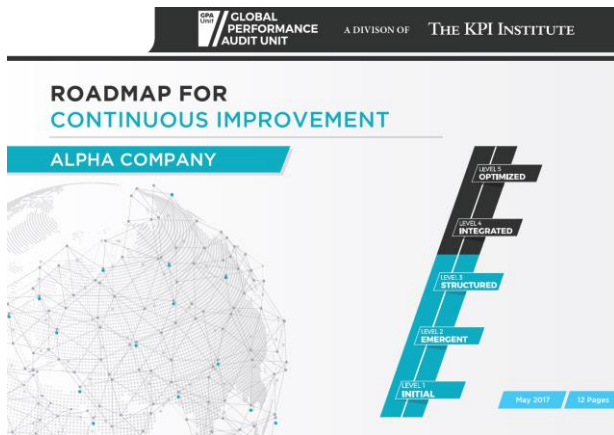
Capability Development Audit

The KPI Institute

2. CAPABILITY DEVELOPMENT AUDIT

1	Data analysis for documents
2	Interviews
3	Survey results processing
4	Report writing
5	Report presentation

CAPABILITY DEVELOPMENT AUDIT

Phase	No.	Activity	Description	Deliverables	Location	Days
1	**Project Initiation**					
	1.1	Project timeline development	Draft the project timeline, prepare documents to be sent to client	• Project timeline	Off-site	0.25
	1.2	Kick-off meeting	Online meeting with the client to discuss the main stages of the project and confirm the delivery dates of all activities and responsibilities from both sides.	• Meeting minutes	Off-site	
2	**Data Collection**					
	2.1	Evidence based data collection	Based on a set of Guidance Files forwarded to the client, the client is required to collect and submit relevant internal artefacts.	• Checklist of documents received from the client	Off-site	0.5
	2.2	Perception based data collection	2 surveys are sent to selected key stakeholders in order to reflect on the awareness and the added value of the artefacts.	• Statistics on the survey responses	Off-site	
	2.3	Interview based data collection	It refers to 3-5 interviews - 30-45 minutes each with selected stakeholders from the ones who filled in the perception-based survey in order to validate and cross check findings	• Interview audience selection and interview date validation	Off-site	
3	**Data Interpretation**					
	3.1	Evidence-Based Assessment	TKI will analyze the submitted internal artefacts	• Evidence-Based analysis	Off-site	1
	3.2	Perception-Based Analysis	Results from the 2 surveys sent are analyzed. The Capability Artefacts Awareness survey represents a matrix question in which the capability representatives are assessed based on their perceived awareness about the existence of the 56 artefacts in their capability. The Capability Artefacts Added-Value survey represents a 17 matrix questions survey in which the capability representatives are assessed based on their perception about the value added of the 56 artefacts in their daily work.	• Perception-Based analysis	Off-site	0.5

CAPABILITY DEVELOPMENT AUDIT

Phase	No.	Activity	Description	Deliverables	Location	Days
	3.3	Interview-Based Analysis	Conduct the interviews to validate the results from the Evidence-Based and Perception-Based Analysis as well as gain better understanding of the audit findings.	• Interview minutes	Off-site	0.5
	3.4	Report writing	It refers to looking at all 3 sources of information (documents, survey and interviews) and identify connections between data, build the general idea about the auditee and write the final report.	• First draft of the Capability Maturity Report	Off-site	1
4	**Presentation**					
	4.1	Meeting on the First Draft of the Capability Maturity Report	The first draft of the Capability Maturity Report is forwarded to the client for review, and a meeting is organized to discuss and clarify the findings of the report.	• Meeting minutes	Off-site	0.25
	4.2	Capability Maturity Report and-Over (Final Version of the Capability Maturity Report)	Once the client validates the First Draft of the Capability Maturity Report, provided that there are no changes required, the final version of the Report will be handed over.	• Final version of the Capability Maturity Report - which contains findings and recommendations on the capability assessed	Off-site	
				TOTAL DAYS FOR 1 CAPABILITY		**4**

CAPABILITY DEVELOPMENT AUDIT OVERVIEW

The Capability Development Audit is designed to assess the complexity of any capability within an organization through the use of an evaluation framework based on 17 areas of interest and 56 evaluation components. The assessment comprises of 3 elements:

1. Documentation review
2. Perception survey
3. Employee interviews

KEY BENEFITS:

a) Ensure how the capability artefacts in use compare to global best practice;
b) Identify potential weaknesses for each of your organizational capabilities;
c) Provide a roadmap for future capability development;
d) Support with evidence a business case for future investments in capability development.

CAPABILITY DEVELOPMENT AUDIT OVERVIEW

1. IDENTITY
- Mandate, mission statement and values
- Activities
- Internal clients
- Structure

2. CONTEXT
- Internal environment scan
- External environment scan
- External stakeholders
- SWOT Analysis
- Scenarios for planning

3. STRATEGY
- Desired State of Evolution (DSOE)
- Competitive and growth strategies
- Strategy Map
- Department strategies and action plans

4. CAPABILITIY PERFORMANCE
- Scorecard
- Dashboard
- Healthogram
- KPI documentation
- KPI reporting forms
- Performance reports

5. IMPLEMENT
- Internal clients service charter
- Service Level Agreement
- Tasks tracking sheet
- SLA report

6. PROCESS MANAGEMENT
- Processes Portfolio
- Processes Mapping
- Processes Optimization Audit Report

7. PROJECT MANAGEMENT
- Project Portfolio
- Project Business Case
- Status Report

8. RISK MANAGEMENT
- Risk Log
- Risk Dashboard
- Risk Mitigation Plan

9. KNOWLEDGE
- Key documents
- Key reports
- Procedures documents
- Team meetings calendar
- Folder structure

10. INNOVATION
- Innovation repository
- Innovation idea proposal form

15. INVESTMENT
- Budget
- Assets in use

11. TALENT
- Job descriptions
- Competencies coverage
- Resourcing
- Career path
- Succession plan

12. EMPLOYEE PERFORMANCE
- Employee performance plans
- Employee performance reports

13. LEARNING
- Lessons learned log
- Learning plan
- Learning status

14. CULTURE
- Compensation and benefits
- Employee engagement plan

16. SOFTWARE
- Software in use
- Software analyzed

17. EVALUATION
- Internal Audit report
- Benchmarking report

CAPABILITY MATURITY ASSESSMENT REPORT - SAMPLE

CAPABILITY ARTEFACTS ASSESSMENT

Organization:	HR Consultants
Industry:	Consultancy
Size:	50-100 employees
Functional Area:	Human Resources
Structure:	3 staff members
	1 - Head of Human Resources
	1 - Human Resources Specialist
	1 - Recruitment Specialist
Assessment Date:	27-Mar-19

Capability Artefacts Assessment Dashboard

	Area	Items Coverage
1	IDENTITY	100%
2	CONTEXT	20%
3	STRATEGY	0%
4	CAPABILITY PERFORMANCE	83%
5	IMPLEMENTATION	25%
6	PROCESS MANAGEMENT	33%
7	PROJECT MANAGEMENT	67%
8	RISK MANAGEMENT	0%
9	KNOWLEDGE MANAGEMENT	40%
10	INNOVATION	50%
11	TALENT	40%
12	EMPLOYEE PERFORMANCE	0%
13	LEARNING	0%
14	CULTURE	0%
15	INVESTMENT	0%
16	SOFTWARE	0%
17	EVALUATION	0%
	OVERALL COVERAGE	34%

Recommendations:

Consider the following improvement suggestions:

3 MONTHS PERSPECTIVE

1. Strategy - a strategy map and operation plan are essential elements for a performance-oriented capability.

2. Capability performance - ensure effective reporting by using performance reports which consist in key performance results and projects tracking.

3. Employee performance - identify clear performance criteria and KPIs for each individual and include them in an employee performance plan.

4. Investment - Introduce the concept of budget planning, even if the budget allocated is not a significant amount.

6 MONTHS PERSPECTIVE

5. Process management - start creating process maps for critical processes.

6. Implementation - Introduce SLAs for the capability.

7. Project management - ensure a more thorough reporting of projects by centralizing all initiatives in one tracking tool and report periodically through a standard progress status report.

8. Risk management - develop a log to identify and monitor potential risk exposures.

12 MONTHS PERSPECTIVE

9. Talent - ensure better talent management by drafting career plans for each staff member and through succession planning.

10. Knowledge management - ensure frequent reporting within the department by creating a respecting a monthly calendar.

11. Innovation - develop an innovation ideas description form to capture more information on each idea proposed.

12. Culture - introduce an employee engagement plan to implement starting next year.

18 MONTHS PERSPECTIVE

13. Learning - create lessons learned logs to capture know-how.

14. Software - centralize all software solutions used in 2 lists: specific for your capability and generally used by the organization, in order to evaluate if there are any gaps or underutilization of certain tools.

15. Evaluation - conduct an internal audit to identify operational efficiencies and resources underutilization.

Start collecting and using benchmarking data to assess performance levels at capability level.

Strategy Review (Off-site)

3. STRATEGY REVIEW (OFF-SITE)

1. Strategy Documentation Receipt and Analysis

2. Corporate Identity review

3. Environmental scans review

4. Vision, Strategic Objectives and KPIs recalibration

5. Strategy Review document consolidation

STRATEGY REVIEW (OFF-SITE)

Phase	No	Activity	Description	Deliverables	Location	Days
1	**Review**					
	1.1	Strategy Documentation Receipt and Analysis	Analysis of internal documentation related to organizational strategy received from client organization	Initial draft of document analysis	Off-site	2
	1.2	Corporate Identity review	Recalibrate and validate the Mission statement; Establish and/or standardize Value Statements and Capabilities	• Mission • Values • Capabilities	Off-site	1
	1.3	Environmental scans review	Review the internal environmental scan Review the external environmental scans (PESTEL analysis, Porter's 5 forces, external stakeholders' analysis) Review SWOT analysis	• Revised internal environmental scan • Revised external environmental scan • Revised SWOT	Off-site	3
2	**Recalibration**					
	2.1	Vision, Strategic Objectives and KPIs recalibration	Recalibrate and validate the Vision; Standardize Objectives and KPI names; Change, suggest new Objectives and KPIs;	• Vision • Revised Objectives • Revised KPIs	Off-site	1
3	**Consolidation**					
	3.1	Strategy Review document consolidation	Consolidating the strategic review related tools into a final report that provides overall commentary regarding other improvement opportunities	• Strategy Review Report	Off-site	1
					TOTAL DAYS	**8**

Strategy Testing (1-day online workshop)

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4. STRATEGY TESTING (1-DAY ONLINE WORKSHOP)

1 | Strategy review

2 | Strategy testing

3 | Strategy updating

STRATEGY TESTING (1-DAY ONLINE WORKSHOP)

Phase	No.	Activity	Description	Deliverables	Location	Days
1		**Strategy review**				
	1.1	Strategy Documentation Receipt and Analysis	Analysis of internal documentation related to organizational strategy received from client organization	Initial draft of document analysis	Off-site	2
	1.2	Environmental scan	The Consultant will scan the external environment to get a better understanding of the main challenges facing companies in that particular business sector and geographical region.	• Environmental scan report	Off-site	2
2		**Strategy testing**				
	2.1	Definition of the business model structural map	The Consultant will help participants in this workshop to use the business model structural map to create a visualization of how the business creates value for customers in a profitable manner.	• Business model structural map	Online	0.25
	2.2	Identification of assumptions, vulnerabilities and risks	Each connection in the business model structural map will be analyzed to identify the main assumptions it relies on. Each assumption will be tested against the empirical evidence gathered to assess its degree of vulnerability. Risks that can exploit these vulnerabilities will be identified.	• Assumptions, vulnerabilities and risks		
	2.3	Definition of five planning scenarios	Beside the business as usual scenario, there will be four other scenarios defined and discussed with participants – bad and very bad vs, good and very good. Strategic KPIs will be defined to discern between each scenario and thresholds will be established marking the border between scenarios.	• 5 planning scenarios: the very bad – the bad – the normal – the good - the very good	Online	0.25
	2.4	Analysis of strategy resilience in each scenario	For each vulnerability and associated risks, the Consultant and the participants in the workshop will look at the pre-existing strategy responses (both in the business as usual, and in the portfolio of initiatives) to assess their relevance	• Matrix of strategy responses		

STRATEGY TESTING (1-DAY ONLINE WORKSHOP)

Phase	No.	Activity	Description	Deliverables	Location	Days
3		**Strategy updating**				
	3.1	Definition of the overall prospects for the business environment	The Consultant will help participants in the workshop decide on whether they estimate the business environment to turn for the better or for the worse.	• Immediate risk management plan	Online	0.25
	3.2	Definition of immediate risk management plans	The Consultant will help participants in the workshop to define immediate risk management plans that tackle the impact of the changes in the business environment. These risk management plans provide extra initiatives that support the current strategy.			
	3.3	Definition of scenario B strategy	The Consultant will help participants in this workshop to recalibrate the current strategy, if the risk management plans cannot prevent the company to enter into a different planning scenario. This scenario B strategy will include a recalibration of potentially the vision, objectives and targets and main corporate and departmental initiatives.	• Scenario B strategy	Online	0.25
	3.4	Testing the feasibility of scenario B strategy	The scenario B strategy will be assessed in terms of feasibility, to make sure that the company has enough resources and expertise to implement it. Recommendations of securing such resources and expertise will be included in the final report.	• Scenario B strategy assessment report		
				TOTAL DAYS	**Online** **Off-site**	**1** **4**

5. STRATEGY COMMUNICATION

1	Strategy Communication Plan
2	Visual Learning Aids
3	Infographic (design)
4	Poster Series
5	Strategy Explainer Video
6	Strategy Communication Toolkit
7	Strategy Ambassador Network

STRATEGY COMMUNICATION

Phase	No.	Activity	Description	Deliverables	Location	Days
1						
	1.1	Strategy Communication Plan	Development of a strategy communication campaign, inclusive of messaging, target/ stakeholder audience, creative theme, tactics, channels and implementation roadmap.	• Strategy Communication Plan	Online	1
	1.2	Visual Learning Aids	Visual strategy aids illustrate the key strategic requirements in a visual, informative/educational and engaging manner. These include: - A strategy tree - as a visual representation of the cause and effect relationships between the organization's objectives; - A strategy map - it will group the strategic objectives of the organization according to the four perspectives of the Balanced Scorecard; - Strategy timeline - it will put the strategic objectives of the organization on a timeline, highlighting the roadmap to reach them.	• 1 Strategy Map	Off-site	1
	1.3	Infographic (design)	Infographic to communicate strategy across business units and among individuals within the organization.	• 1 Infographic	Off-site	1
	1.4	Poster Series	Makes use of best practice data visualization techniques to communicate all relevant performance information to individuals within the organization. Integrates different types of printed and online materials.	• 1 Roll-up template • 1 Pop-up spider template • 1 Online Banners Template • 1 Advertisements Template • 1 Poster Template • 1 Flyer Template	Off-site	4

STRATEGY COMMUNICATION

Phase	No.	Activity	Description	Deliverables	Location	Days
2						
	2.1	Strategy Explainer Video	Explainer videos represent an engaging and entertaining way to clearly communicate the important messages to all the employees. They address the strategy in an engaging story that is easy to connect with; They increase the visibility and understanding of the strategy in a clear manner; They give live refresher sessions on strategy throughout the organization at any time	• 1 video	Off-site	15
	2.2	Strategy Communication Toolkit	The toolkit is intended to assist managers with a complete set of tools for designing, implementing and improving strategy communication within the organization. The Strategy Communication Toolkit will serve as a process guide to driving efficient communication, while also ensuring support with day-to-day communication and strategic alignment.	• 1 Toolkit	Off-site	3
	2.3	Strategy Ambassador Network	Identifies a core group of strategy ambassadors, which will function as a Community of Practice, which perpetuates strategic vision and direction across all organization levels. In order to ensure ambassador's skills development, a set of competencies will be designed, according to their needs.	• Internal Community of Practice (Criteria + Training Plan)	Off-site	1
					TOTAL DAYS	**26**

STRATEGY COMMUNICATION

White Board

Manuals

Handbooks

Resource Library

Print Newsletters

Magazines
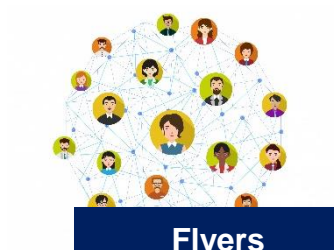
Flyers

Banners

Brochures

Roll-ups

Infographic

Posters

Strategy Office Review

The KPI Institute

6. STRATEGY OFFICE REVIEW

1 — Review the Strategy function organizational structure

2 — Review strategy policies and procedures

3 — Strategy reporting template design

4 — Strategy Training Plan

STRATEGY OFFICE REVIEW

Phase	No.	Activity	Description	Deliverables	Location	Days
1		**Strategy Office Review**				
	1.1	Review the Strategy function organizational structure	The Strategy Function Organizational Structure will highlight the main roles, work processes, accountabilities and critical information flows that relate to the Function. The structure will also emphasize the functional relationships between the Strategy Management Capability and other organizational units.	• Strategy function organizational structure	Off-site	2
	1.2	Review strategy policies and procedures	Review current policies and procedures based on good case practices and redesign. Based on the review, key strategy management polices and procedures that the Strategy Office will be involved with and responsible of for the organization, will be redesigned.	• Updated Strategy policies and procedures	Off-site	3
	1.3	Strategy reporting template design	A complete set of tools for tracking project performance within the organization. Our Strategy/Performance Management Toolkit provides the tools needed to enact and consolidate both performance measurement and performance management practices in the organization.	• Desired State of Evolution • Strategy Map • Scorecard • Dashboard • Portfolio of Initiatives	Off-site	1
	1.4	Training Plan	Design and develops a training and enablement plan for Strategy team members.	• Trainings for Strategy Staff competency development	Off-site	1
					TOTAL DAYS	**7**

Corporate strategy development and KPI selection

THE KPI INSTITUTE

7. CORPORATE STRATEGY DEVELOPMENT AND KPI SELECTION

1	Internal documentation review and external research
2	Online organizational KPI Selection Workshop
3	Workshop outputs recalibration

CORPORATE STRATEGY DEVELOPMENT AND KPI SELECTION

Phase	No	Activity	Description	Deliverables	Location	Days
1	**Analysis**					
	1.1	Internal documentation review and external research	• Analysis of internal documentation (statistics & reports) received from client organization; • Develop materials to facilitate the online sessions (examples of relevant objectives, KPIs, initiatives), Industry best practices deep dive.	Initial draft of document analysis	Off-site	2
2	**Development**					
	2.1	Organizational KPI Selection Workshop	4 half a day online workshops dedicated to the organizational level, to define: • Vision, Mission, Value drivers, • Goals and Strategic Objectives; • KPIs for Scorecard and Dashboard; • Initiatives for defined objectives.	• Desired State of Evolution • Strategy Map • Performance Scorecard and Dashboard • Portfolio of Initiatives	Online	2
3	**Consolidation**					
	3.1	Workshop outputs recalibration	• Consolidating all workshop outputs into separate Organizational reports, delivered in PDF format, with attachments in Microsoft Excel for all tools developed.	• Final versions of developed tools	Off-site	0.50
				TOTAL DAYS		**4.5**

Departmental KPIs setting

The KPI Institute

8. DEPARTMENTAL KPIS SETTING

OFF-SITE

1	Documentation Analysis
2	KPIs Development
3	Outputs Recalibration

OFF-SITE AND ONLINE

1	Documentation Analysis
2	Departmental KPIs online selection workshop
3	Outputs Recalibration

DEPARTMENTAL KPIS (OFF-SITE)

Phase	No.	Activity	Description	Deliverables	Location	Days
1		**Departmental KPIs establishment**				
	1.1	Documentation Analysis	Internal Documents and reports (Departmental Performance Architecture, Strategy, etc.) will be reviewed and analyzed in order to identify and standardize the existing KPIs within the department.	• Inputs for Scorecard and Dashboard draft	Off-site	0.25
	1.2	KPIs Development	Alongside the existing KPIs identified, new ones will be proposed, taking into account best practices from the specific department and industry, competitors and other sources. An initial version of Scorecard and Dashboard will be drafted. It will contain a list of Key Performance Indicators (KPIs) grouped in a standard structure. The dashboard will not have a graphical representation display, but a KPI list instead, for a future functional dashboard.	• 1 Departmental Scorecard - draft • 1 Departmental Dashboard - draft	Off-site	0.5
	1.3	Outputs Recalibration	The client will be reviewing the above tools proposed and based on feedback received, all KPI lists will be updated to create the final versions of the tools that integrate the KPIs.	• 1 Departmental Scorecard • 1 Departmental Dashboard	Off-site	0.25
				TOTAL DAYS		**1**

DEPARTMENTAL KPIS (OFF-SITE AND ONLINE)

Phase	No.	Activity	Description	Deliverables	Location	Days
1		**Departmental KPIs establishment**				
	1.1	Documentation Analysis	Internal Documents and reports (Departmental Performance Architecture, Strategy, etc.) will be reviewed and analyzed in order to identify and standardize the existing KPIs within the department.	• Inputs for Scorecard and Dashboard draft	Off-site	0.25
	1.2	KPIs selection workshop	Half day online workshop dedicated for each department to cascade strategic objectives and KPIs, enabling the monitoring of departmental performance. Key stakeholders, as department heads and middle management will be directly involved in the development of the Departmental Scorecards and Dashboards under the guidance of a subject matter expert.	• 1 Departmental Scorecard - draft • 1 Departmental Dashboard - draft	Online	0.5
	1.3	Outputs Recalibration	The departmental workshop outputs will be processed after the workshop and sent to the Client for final validation. Any received feedback will be incorporated. The KPI Institute will generate the final versions of the Scorecards based on the last inputs received.	• 1 Departmental Scorecard • 1 Departmental Dashboard	Off-site	0.25
				TOTAL DAYS		**1**

Individual KPIs setting

The KPI Institute

9. INDIVIDUAL KPIS SETTING

OFF-SITE

1. Documentation Analysis
2. KPIs Development
3. Outputs Recalibration

OFF-SITE AND ONLINE

1. Documentation Analysis
2. Individual KPIs online recalibration workshop
3. Outputs Recalibration

INDIVIDUAL KPIS (OFF-SITE)

Phase	No.	Activity	Description	Deliverables	Location	Days
1		**Individual KPIs establishment**				
	1.1	Documentation Analysis	Internal Documents and reports (Departmental Scorecard, reports, Job Description, etc.) will be reviewed and analyzed in order to identify and standardize the existing KPIs for the job position in scope. Approximately 1 hour is allocated for 1 job position.	• Inputs for 4 Scorecards draft	Off-site	0.5
	1.2	KPIs Development	Alongside the existing KPIs identified, new ones will be proposed, taking into account best practices from the specific job position. An initial version of Scorecards will be drafted. It will contain a list of Key Performance Indicators (KPIs) grouped in a standard structure. Approximately 1 hour is allocated for 1 job position.	• 4 Individual Scorecards - draft	Off-site	0.5
	1.3	Outputs Recalibration	The client will be reviewing the above Scorecard proposals and based on feedback received, all KPI lists will be updated to create the final versions of the tools that integrate the KPIs. Approximately 30 minutes are allocated for 1 job position.	• 4 Individual Scorecards	Off-site	0.25
				TOTAL DAYS		**1.25**

INDIVIDUAL KPIS (OFF-SITE AND ONLINE)

Phase	No.	Activity	Description	Deliverables	Location	Days
1		**Individual KPIs establishment**				
	1.1	Documentation Analysis	Internal Documents and reports (Departmental Scorecard, reports, Job Description, etc.) will be reviewed and analyzed in order to identify and standardize the existing KPIs for the job position in scope. Approximately 1 hour is allocated for 1 job position.	• Inputs for 4 Scorecards draft	Off-site	0.5
	1.2	Individual recalibration workshop	The online workshops are focused on the cascading process from department to employee level. Will be taken into account both job requirements and work processes in practice while compiling the Individual Scorecards. Small groups of employees will be formed around job families. The audience of the workshop includes the employees that occupy the position analyzed as well as the direct supervisor. The time allocated per Workshop to discuss the Individual Scorecard of each position is 1 hour.	• 4 Individual Scorecards - draft	Online	0.5
	1.3	Outputs Recalibration	The individual workshop outputs will be processed after the workshop and sent to the Client for final validation. Any received feedback will be incorporated. The KPI Institute will generate the final versions of the Scorecards based on the last inputs received.	• 4 Individual Scorecards	Off-site	0.25
					TOTAL DAYS	**1.25**

DEPARTMENTAL / INDIVIDUAL KPIS OUTPUTS

SCORECARD

Perspective / Goal Strategic Objectives / KPIs
Customer - 1 Strategic Objective / 2 KPIs
Maintain high levels of internal customer satisfaction
% Internal customer satisfaction with HR service levels # Complaints received
Financial - 2 Strategic Objectives / 3 KPIs
Seek efficiencies to minimise cost base
$ Cost per hire $ Cost avoidance savings
Maintain financial discipline
% HR budget variance
Internal Processes - 2 Strategic Objectives / 4 KPIs
Optimize recruitment
Time to fill a vacant position % Employees who leave the organization in the first 3 months
Improve HR service delivery capability
% HR projects on time, on budget and according to specifications % HR processes optimized
People, Learning & Growth - 2 Strategic Objectives / 4 KPIs
Build an environment that fosters creativity and innovation
HR employee engagement index
Ideas for new / improved service from HR employees
Develop workforce skills and competences
Certifications per HR employee
Training hours per HR full time equivalent (FTE)

DASHBOARD

Dashboard

Profitability	Routes
% Profit rate $ Revenue seat per kilometer	# Stations (cities served with flights) % Routes served with hourly frequency % Profitable routes (Profitability Routes) $ Profit per route (Profitability)

Flight efficiency	Staff
# Flight duration (min) # Speed of service (at process level) % On-time performance # Fuel consumption per flight # Turn around time # Flights # Flight frequency	# Staff per flight # Staff per passengers # Ground staff to operational staff

Ticketing	Market position
# Time to dispense a ticket % Ticket price variance from market average	% Market share # Time to dominate the market # New markets served

OKRs Setting – Organizational Level

The KPI Institute

10. OKRs SETTING AT ORGANIZATIONAL LEVEL

1   Project Initiation

2   Documentation Analysis

3   OKRs Setting (online meeting)

4   Validation

5   Consolidation

OKRs SETTING AT ORGANIZATIONAL LEVEL

Phase	No.	Activity	Description	Deliverables	Location	Days
1		**Project Initiation- Kick off meeting**				
	1.1	Project timeline development	Draft the project timeline, prepare documents to be sent to client	• Project timeline	Off-site	0.5
	1.2	Kick-off meeting	Online meeting with the client to discuss the main stages of the project and confirm the delivery dates of all activities and responsibilities from both sides.	• Meeting minutes • OKRs framework	Online	
2		**Documentation Analysis**				
	2.1	Internal documents review	The KPI Institute will analyze the internal documentation relevant for OKRs setting (strategic plan, organizational chart) in order to understand the current state.	• Working sheets for the workshop	Off-site	1
3		**Corporate OKRs setting**				
	3.1	Corporate OKRs setting workshop	One day workshop dedicated to set Objectives and Key Results to monitor strategic objectives. If needed, yearly Corporate OKRs can be set as well.	• Corporate OKRs	Online	1
4		**Validation**				
	4.1	Client feedback	Client will validate the OKRs set and will send feedback to TKI to be integrated in the final versions.	• Validated Corporate OKRs	Off-site	0.5
5		**Consolidation**				
	5.1	Validated Corporate OKRs	The Corporate OKRs will receive final adjustments, in terms of incorporating the feedback from the client and standardization, and the final version will be sent to the client.	• Final version of Corporate OKRS	Off-site	0.5
				TOTAL DAYS		**3.5**

OKRs Setting – Departmental Level

THE KPI INSTITUTE

11. OKRs SETTING AT DEPARTMENTAL LEVEL

1   Documentation Analysis

2   Alignment Workshop (online)

3   Departmental OKRs Setting (online)

4   Validation

5   Consolidation

OKRs SETTING AT DEPARTMENTAL LEVEL

Phase	No.	Activity	Description	Deliverables	Location	Days
1		**Documentation Analysis**				
	1.1	Internal documents review	The KPI Institute will analyze the internal documentation relevant for OKRs setting (departmental strategic plan, departments' mandates, cross-functional connections) in order to understand the current state. It estimates a total of 20 departments (4 departments per day).	• Working sheets for the workshops	Off-site	5
2		**Alignment Workshop**				
	2.1	Alignment workshop	Workshop discussion with all managers in order to make sure they understand the corporate direction and they align cross-functionally.	• Meeting minutes	Online	0.5
3		**Departmental OKRs setting**				
	3.1	Departmental OKRs setting workshop	Half a day workshop discussions with each department to set Department level OKRs for one quarter. If needed, yearly OKRs for each department can be set as well.	• 20 Departmental OKRs	Online	10
4		**Validation**				
	4.1	Client feedback	Client will validate the OKRs set and will send feedback to TKI to be integrated in the final versions.	• Validated Departmental OKRs	Off-site	0.5
5		**Consolidation**				
	5.1	Validated Departmental OKRs	The Departmental OKRs will receive final adjustments, in terms of incorporating the feedback from the client and standardization, and the final versions will be sent to the client.	• Final version of Departmental OKRS	Off-site	3
				TOTAL DAYS		**19**

OKRs Setting – Individual Level

THE KPI INSTITUTE

12. OKRs SETTING AT INDIVIDUAL LEVEL

1	Individual OKRs Setting (online)

2	Validation

3	Consolidation

OKRs SETTING AT INDIVIDUAL LEVEL

Phase	No.	Activity	Description	Deliverables	Location	Days
1	**Individual OKRs Setting**					
	1.1	Individual OKRs setting workshop	One day workshop discussions with each department to set Individual level OKRs for one quarter. It estimates a total of 20 departments with an average number of 10 employees per department.	• 200 Individual OKRs	Online	20
2	**Validation**					
	2.1	Client feedback	Client will validate the OKRs set and will send feedback to TKI to be integrated in the final versions.	• Validated Individual OKRs	Off-site	0.5
3	**Consolidation**					
	3.1	Validated Individual OKRs	The Individual OKRs will receive final adjustments, in terms of incorporating the feedback from the client and standardization, and the final versions will be sent to the client.	• Final version of Individual OKRS	Off-site	12.5
				TOTAL DAYS		**33**

OKRs Evaluation and Review

The KPI Institute

13. OKRs EVALUATION AND REVIEW

1 | Continuous Feedback, Evaluation and Review plan

2 | OKR Evaluation and Review

3 | Feedback Session with Managers

OKRs EVALUATION AND REVIEW

Phase	No.	Activity	Description	Deliverables	Location	Days
1		**Continuous Feedback, Evaluation and Review plan**				
	1.1	Continuous Feedback, Evaluation and Review plan	Workshop with Leadership regarding Continuous OKRs feedback, evaluation and review; Designing the continuous feedback, evaluation and review process.	• Continuous Performance Management plan • Review and feedback process	Online	0.5
					Off-site	2
2		**OKRs Evaluation and Review**				
	2.1	OKR evaluation and review	Participating to the evaluation sessions for all departments in order to offer guidance and help managers facilitate the meetings, as well as help participants evaluate their last set of OKRs and draft the OKRs for the future quarter. It estimates a total of 20 departments with an average number of 10 employees per department (2 hours per department).	• 20 OKRs evaluation and review workshops	Online	5
3		**Feedback Sessions with Managers**				
	3.1	Feedback session with managers	Feedback session with all the managers to discuss the way the evaluation and review sessions were managed and ways to improve them.	• Minutes of meeting	Online	0.5
				TOTAL DAYS		**8**

KPIs Documentation / KPI Documentation Review

The KPI Institute

14. KPI DOCUMENTATION / KPI DOCUMENTATION REVIEW

KPI documentation

1	Documentation
2	Validation
3	Consolidation

KPI documentation review

| 1 | Documentation review |
| 2 | Recommendations |

KPI DOCUMENTATION

Phase	No.	Activity	Description	Deliverables	Location	Days
1	**Documentation**					
	1.1	KPI Documentation Template	A KPI Documentation Template is proposed and validated with the client. The KPI Documentation Form will be used to document all KPIs in a standardized and aligned manner.	• 1 KPI Documentation Form Template	Off-site	0.5
	1.2	KPI Documentation forms	KPIs received from the client are documented in the KPI documentation form previously agreed. Approximately 40 minutes are allocated per KPI.	• KPI Documentation Forms (30)	Off-site	2.5
2	**Validation**					
	2.1	Client feedback	Client will validate the information in the KPI Documentation Forms and will send feedback to TKI to be integrated in the final versions.	• Validated KPI Documentation Forms	Off-site	0.5
3	**Consolidation**					
	3.1	KPI Library	The KPI Documentation Forms will receive final adjustments. The final versions will be consolidated in a KPI Library.	• 1 KPI Library	Off-site	0.5
				TOTAL DAYS		**4**

KPI DOCUMENTATION REVIEW

Phase	No.	Activity	Description	Deliverables	Location	Days
1	Documentation Review					
	1.1	Review of KPI Documentation forms	It consists in the review of the KPIs previously documented by the client. Approximately 15 minutes are allocated per KPI.	• Revised KPI Documentation Forms (30)	Off-site	1
2	Recommendations					
	2.1	Report writing	To provide the client with valuable insights regarding KPI terminology and advice for future documentation, a recommendations report will be generated.	• KPIs recommendations report	Off-site	1
				TOTAL DAYS		2

KPI DOCUMENTATION

- KPI documentation represents the process of aggregating all relevant information regarding a Key Performance Indicator (KPI) by using a standardized template, the KPI Documentation Form.

- It sets the basis for a rigorous Performance Measurement Framework, by providing details about the KPIs in terms of description, targets, purpose, limitations and accountability.

Unique identification			Definition and usage			Calculation			Focus
KPI name	smartKPIs.com #	Org no	Definition	Organisational area	BSC Perspective	Subordinate measures	Calculation formula	Trend is good when (figures are)	Purpose
% HR customer satisfaction with service levels	sK2379	HRKPI001	Measures the percentage of internal customers who are satisfied with the HR department's overall service levels out of the total number of internal customers surveyed.	HR Department	Customer	A = # Customers stating they are satisfied with the service levels B = # Customers surveyed	(A/B)*100	Increasing	To indicate whether the HR department"s services correspond to internal customer expectations, as this impacts future customer behaviour (purchases, recommendations, complaints etc.).
# Satisfaction of employees with HR services	sK2038	HRKPI002	Measures the employee's satisfaction with the quality of activities, services and support delivered by the Human Resource (HR) function throughout the organization.	HR Department	Customer	A = # Employee satisfaction with HR services delivered Surveys assessing employee satisfaction with HR services are usually tailored to each organization.	A, based on survey	Increasing	To indicate the HR function effectiveness and its ability to meet employees' expectations and needs.
# Employee complaints resolution timeliness	sK1938	HRKPI003	Measures the average resolution time of officially recorded work related employees complaints.	HR Department	Customer	Ai = # Duration of achieving resolution for employee complaint 'i', where i=1 to n n = # Complaints resolved	(A1+A2...+An)/n	Decreasing	To provide an indication of the complaints resolution efficiency and effectiveness. Keeping a friendly working environment and enhancing the working conditions are important aspects for securing motivated and engaged employees.
% On-time delivery of HR service requests	sk2278	HRKPI004	Measures the percentage of Human Resources (HR) services requested by customers that are delivered on time, from all the requests registered. HR services including a diverse range of requests from both internal and external customers: recruitment, selection, performance appraisal, induction of new employees etc.	HR Department	Customer	A = # HR service requests delivered on-time B = # HR service requests	(A/B)*100	Increasing	To indicate the level of satisfaction with the HR service delivery timing. On-time delivery is likely to lead to satisfied internal customers (other departments, management and colleagues) and external customers (job applicants, development and training p
% HR operating expense rate	sK2046	HRKPI005	Measures the percentage of Human Resource department operational expenses out of the total organizational operational expenditure.	HR Department	Financial	A = $ HR operating expenses B = $ Total operating expenses	(A/B)*100	Within range	To provide an indication of the organization investment in human resources as compared to other functional areas.
# FTEs per HR department FTE	sK44	HRKPI006	Measures the number of FTEs (full time equivalents) corresponding to one FTE in the HR department.	HR Department	Financial	A = # Total FTEs B = # HR department FTEs	A/B	Within range	To assess the HR management workload, based on the number of total FTEs.

KPI DOCUMENTATION

- The value added by using KPI documentation forms relates to clarifying what, why and how a KPI is measured. Moreover, it highlights accountability by setting data owners and custodians for each KPI.

- KPI documentation forms ensure a standardized approach in working with KPIs and contribute to building an organizational KPI catalogue that is a valuable source of knowledge in performance management.

Unique identification			
KPI name	$ Cost per hire		
smartKPIs.com no.	sK49	Organisational measure no.	HRKPI007
Definition and useage			
Definition	Measures the average costs incurred with hiring a new employee.		
Organisational area	HR Department	Balanced Scorecard perspective	Financial
Calculation			
Subordinate measures used for	A = A = $ Recruitment costs (i.e. advertising fees, agency fees, employee referrals, travel expenses, internal recruiter costs) B = # New hires		
Calculation formula	A/B	Trend is good when (figures are)	Decreasing
Focus			
Purpose	To provide an indication of the cost efficiency of the recruitment process.		
Strategic Objective	Seek efficiencies to minimise cost base		
Measurement focus	Money	Measurement type	Quantitative
Impact stage	Process	Indicator focus	Lagging
Level	Operational	Presence at other levels	N/A
Data profile			
Data capture period	Month	Standard reporting frequency	M
Automation fit	Recommended	Data integrity	High
Limitations	It doesn't take into consideration the length of time it takes to fill the position, nor the quality of the hire. For example, a cost per hire for a senior executive position will be drastically different from a non-exempt position.		
Targets			
Target	$350	Green threshold	< $350
Benchmarking fit	Unsuitable	Yellow threshold	$$350 – $500
Other intermediate targets	n/a	Red threshold	> $500
Measure administration			
Measure owner (title)	HR Manager	Data custodian (title)	HR Analyst
Measure owner (name)	Firstname	Data custodian (name)	Firstname Lastname
Current status	Active	Activation date (past or future)	1/1/2009
Data gathering			
Lead time	5 days		
Data source (DB name, System…)	HR Management System		
Who maintains DS	HR Department	When is data produced	First week of the following month
Comments			
Cost per hire is a common and valuable recruiting effectiveness measuring tool. Total cost per hire may include: advertising fees, agency fees, employee referrals,			

Initiative Documentation Review

The KPI Institute

15. INITIATIVES DOCUMENTATION REVIEW

1	Documentation review

2	Recommendations

Phase	No.	Activity	Description	Deliverables	Location	Days
1	**Documentation Review**					
	1.1	Review of Initiatives Documentation forms	It consists in the review of the initiatives previously documented by the client. Approximately 15 minutes are allocated per initiative.	• Revised Initiatives Documentation Forms (30)	Off-site	1
2	**Recommendations**					
	2.1	Report writing	To provide the client with valuable insights regarding initiatives terminology and advice for future documentation, a recommendations report will be generated.	• Initiatives recommendations report	Off-site	1
				TOTAL DAYS		**2**

INITIATIVES DOCUMENTATION REVIEW

- Initiatives documentation represents the process of aggregating all relevant information regarding a initiative (project) by using a standardized template, the Initiative Documentation Form.

- It sets the basis for a rigorous Performance Management Framework, by providing details about the initiative (project) in terms of description, scope and expected outputs, measurement, implementation details and ownership.

- Initiatives documentation forms ensure a standardized approach and contribute to building a uniform Portfolio of Initiatives (Portfolio of Projects).

Initiative Description

Unique identification				
Initiative name	**Monthly spot survey of staff to assess their satisfaction with the service provided by the HR department**			
Organisational initiative no.	4	Departmental initiative no.		12

Description and allocation				
Description	Development of a questionnaire in order to survey to level of staff satisfaction with the service provided by the HR department.			
Organisational area	HR Department	Balanced Scorecard perspective		Customer

Scope				
Strategic objective	Maintain high levels of staff satisfaction			
Current state	0%			
Desired state	100%			
Expected outputs	Primary: A monthly report reflecting the state of staff satisfaction and recommendations for improvement. Secondary: Developed staff satisfaction survey. Developed plan for data gathering.			

Measurement				
KPIs	% Staff satisfaction			
Current result	67%	Target result		90%

Initiative administration				
Initiative owner (title)	HR Specialist	Initiative coordinator (title)		HR Manager
Initiative owner	Ana T	Initiative coordinator		Dan T
Budget	$20,000	Budget source		BS2
Priority	High	Status		Approved

Implementation details				
Start date	01.01.2014	End date		01.12.2014
Major activities	Develop the questionnaire framework. Analyze the data collection solutions and develop a data gathering plan, with identified solutions. Collect data. Generate report.			
Risk profile	Medium Budget overrun			
Interdependencies	Data gathering systems			

Comments				

16. PROCESSES / PROCEDURES REVIEW

1	Documentation Analysis

2	Dashboards proposals

3	Dashboards KPIs Recalibration

4	KPIs Documentation

PROCESSES / PROCEDURES REVIEW

Phase	No.	Activity	Description	Deliverables	Location	Days
1		**Documentation Analysis**				
	1.1	Internal documents review	The KPI Institute will analyze the internal documentation relevant for organizational processes (process maps or similar documents)/ procedures in order to understand the current state and propose recommendations. It estimates a total of 20 processes (4 processes/procedures per day).	• 1 Recommendations Report	Off-site	5
2		**Establish KPIs for processes/procedures**				
	2.1	Dashboards proposals for Processes/Procedures	Based on the internal documentation previously analyzed, The KPI Institute will propose for every Process/Procedure an initial version of a Dashboard. It will contain a list of Key Performance Indicators (KPIs) grouped in a standard structure. The dashboard will not have a graphical representation display, but a KPI list instead, for a future functional dashboard.	• 20 Dashboards for processes/procedures - proposal (containing 20 KPI lists with KPIs related to the activities of each process/procedure)	Off-site	7.5
	2.2	Processes/Procedures KPIs - Outputs recalibration	The client will be reviewing the above proposal and based on feedback received, all KPI lists will be updated to create their final versions.	• 20 Dashboards for processes - validated	Off-site	1.25

PROCESSES / PROCEDURES REVIEW

Phase	No.	Activity	Description	Deliverables	Location	Days
3		Documentation of processes/procedures KPIs				
	3.1	KPI Documentation Form Template	A KPI Documentation Form Template is proposed and validated with the client. The KPI Documentation Form will be used to document all KPIs in a standardized and aligned manner.	• 1 KPI Documentation Form Template	Off-site	0.25
	3.2	KPI Documentation	Each KPI generated from activity 2.2 will be documented in detail to facilitate the data gathering process. The fields to be documented are: KPI Code, KPI Name, KPI Definition, Process/Activity, Calculation Formula, KPI Favorable Trend. It estimates 15 KPIs per dashboard.	• KPI Documentation Forms (300)	Off-site	10
				TOTAL DAYS		24

Benchmarking

THE KPI INSTITUTE

17. BENCHMARKING

1	Benchmarking planning
2	Data collection for Benchmarking Study
3	Data Analysis of Benchmarking Data
4	Improvement advice based on Benchmarking Study

BENCHMARKING

No	Activity	Description	Deliverables	Location	Days
1	**Planning**				
1.1	Establishing the objectives	The benchmarking initiative will start by establishing the benchmarking criteria, framework, relevant benchmarking partners and the number of benchmarking partners.	• Objectives, benchmarking criteria, relevant partners selection	Off-site	1
1.2	Primary and Secondary research targeting industry stakeholders	The benchmarking partners will be chosen based on the similitude with the organisation, such as scope of work, number of employees, geographical coverage or recognition. In the primary benchmarking the data will be collected directly from the benchmarking partners. For data completeness, a secondary study will be conducted.	• Standardized data gathering form • Primary research data collected • Secondary research data collected	Off-site	10
1.3	Preliminary Survey	Conducting a preliminary survey for identifying the indicators and validating the items used	• Validated indicators	Off-site	4
2	**Data Collection**				
2.1	Develop surveys	Customized surveys instrument will be developed, by employing quantitative research as a methodology.	• Customized surveys	Off-site	1
2.2	Configure surveys and collect data	A survey is sent to selected key stakeholders in order to collect on their perception upon the analyzed themes.	• Surveys configured and data collected	Off-site	1
2.3	Data quality checkup	Once the survey data is collected raw data is processed. All the data received is analyzed in order to eliminate all confusion, discrepancies or mistakes in gathering, compiling and interpreting it.	• Cleaned data	Off-site	1

BENCHMARKING

No	Activity	Description	Deliverables	Location	Days
3	**Data Analysis**				**3**
3.1	Statistical analysis	Statistical analysis is performed based on the data previously gathered, with the purpose of identifying the market position of each company at different levels (regional, national or international, depending on the benchmarking survey's amplitude). Statistical analysis will identify the overall tendencies of the market/industry and the position that each participant holds on that specific market. Our statistical analysis involves regression models, descriptive statistics through the quartiles, percentiles and absolute frequencies of the requested data among participant companies.	• Raw data and statistical analysis report	Off-site	2
3.2	Customized evaluation - benchmarking report	The report will follow the guidelines of research writing and data visualization and will encompass both numerical and narrative findings of the benchmarking study performed.	• Customized benchmarking report	Off-site	3
4	**Improvement Advice**				
4.1	Develop recommendations report	Based on the findings , recommendations for the Client will be given and lessons will be learned regarding the items analyzed. As a results of the study, the Client have the possibility to apply changes into the organizational management system, in order to improve performance, monitor progress and plan ongoing benchmark.	• Recommendations report	Off-site	2
			TOTAL DAYS		**25**

BENCHMARKING

CENTER FOR
PERFORMANCE
BENCHMARKING

The KPI Institute's benchmarking projects aim at leveraging performance by gathering and analyzing the best practices of measuring performance across different industries.

A successful benchmarking service implies high commitment from all stakeholders involved, willingness to share practices, learning from different approaches, the ability to communicate and flexibility to implement improvement initiatives, when possible.
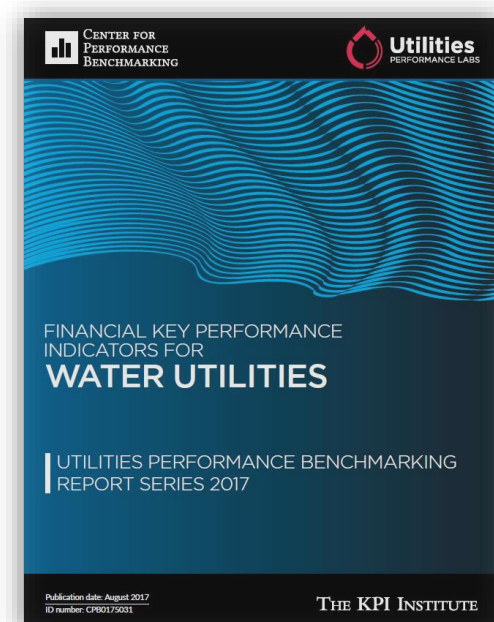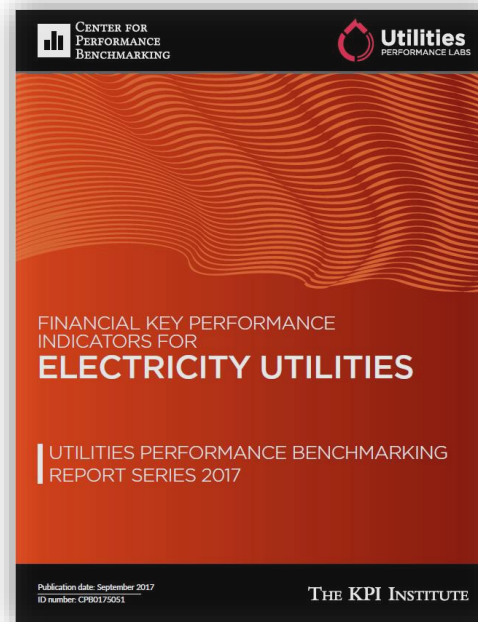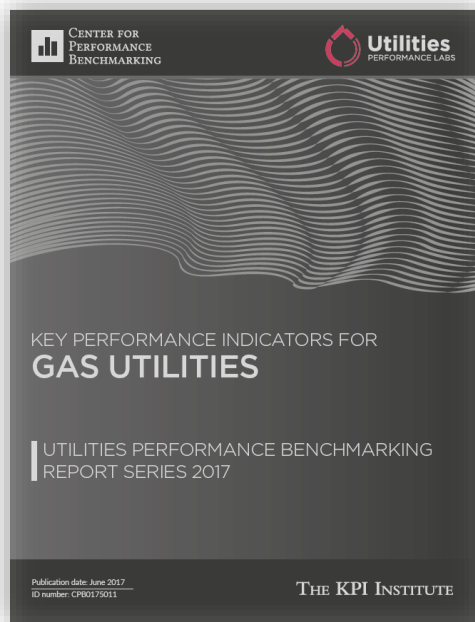
RESEARCH METHODOLOGY

SECONDARY RESEARCH - a through analysis of secondary research sources of data is performed. Data is collected from public data sources, mainly official websites of companies, annual reports, sustainability reports, financial reports, published academic papers, government documents, statistical databases, and historical records as well as any other documentation that may be considered relevant.

PRIMARY RESEARCH - conducting primary research that is based on real time data that are directly provided by organizations measuring them. Benchmarking partners are selected, and data is collected through a standardized questionnaire requesting calculated values for each metric which is part of the primary research..

STANDARDIZATION – parameters and data collected are standardized under a common format to allow easy understanding, processing and analysis thereafter. Standardization will allow the client to use the data in a consistent manner.

DATA QUALITY CHECK – a quality check of data sources will be performed throughout the execution of the benchmarking initiative. Untrusted data sources will be identified and excluded from the collection process.

DATA ACCURACY REVIEW - to ensure high reliability on the information provided the data is double-checked for accuracy before being handed over to the client serviced.

LIMITATIONS

DATA AVAILABILITY – Availability of data for certain parameters may be limited or restricted. There may be instances in which data is not available or easily accessible. Alternate data may be found however, it might not address the purpose of the research in a proper manner.

DATA AUTHENTICITY – Secondary data sources may be biased in the favor of the entity who collected it. Data sources will be used based on the most objective measures of selectivity, however we provide no reassurance with respect to the integrity or authenticity of the data sources consulted during the collection process.

DATA TIME LAG – Considerations of time lag are imposed given the benchmarking methodology used. Information collected from secondary data sources may not be as recent as required by the study. The most recent data will be collected wherever available.

DATA COMPARABILITY – The research will consider data availability prior to data comparability, whereas company criteria such as size or capacity will be minded as a side criteria in the research performed and only where availability of data allows.

Organizational Performance Indexes

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18. ORGANIZATIONAL PERFORMANCE INDEXES

1	Assessment

2	Data integration

3	Recommendations presentation

The Organizational Performance Indexes allow worldwide organizations to measure their level of transparency / communication / sustainability, by aggregating data from a set of pre-defined criteria.

Their role is to provide on overview of the organization, from the above-mentioned perspectives, overview which would otherwise be harder to obtain.

1. The Performance Transparency Index allows organizations to measure their level of transparency to the general public.
2. The Performance Communication Index allows organizations to measure external communication.
3. The Performance Sustainability Index allows organizations to measure their orientation towards sustainability.

ORGANIZATIONAL PERFORMANCE INDEXES

Phase	No.	Activity	Description	Deliverables	Location	Days
1	**Assessment**					
	1.1	Availability Assessment	The availability perspective relies on the analysis made on the existence of the criteria elements within the organizational website.	• Availability Perspective Analysis	Off-site	0.75
	1.2	Quality of Content Assessment	The Quality of Content perspective analysis is based on the existence of clear elements for each criteria.	• Quality of Content Perspective Analysis	Off-site	0.75
	1.3	Accessibility Assessment	The Accessibility perspective analysis is based on the ease of finding the criteria on the website.	• Accessibility Perspective Analysis	Off-site	0.75
2	**Data integration**					
	2.1	Report writing	It refers to looking at all 3 sources of information and identify connections between data, build the general idea about the organization and write the final report.	• Organizational Performance Index report	Off-site	2
3	**Presentation**					
	3.1	Results presentation with recommendations & follow up actions	Forward the report to the client and organize a meeting to discuss and clarify the findings	• Meeting minutes	Off-site	0.25
				TOTAL DAYS FOR 1 INDEX		**4.5**
				TOTAL DAYS FOR 3 INDEXES		**13.5**

Data Analysis

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19. DATA ANALYSIS

1	Business understanding
2	Data collection and preparation
3	Data exploration
4	Data analysis
5	Results generation

DATA ANALYSIS

Phase	No.	Activity	Description	Deliverables	Location	Days
1	**Business understanding**					
	1.1	Define Objectives	Meeting the client, Identifying the business problems and Defining the advisory service's SMART objectives Finding the most relevant way to collect data and their sources, depending on the type of advisory service, either by collecting primary data or secondary data.	• Business problem document • SMART Objectives	Off-site	0.5
	1.2	Identify Data Sources	Meeting the client, Identifying the business problems and Defining the advisory service's SMART objectives Finding the most relevant way to collect data and their sources, depending on the type of advisory service, either by collecting primary data or secondary data.	• Primary and/or secondary data sources	Online	0.5
2	**Data collection and preparation**					
	2.1	Set Governance	Ensuring that there's an existing data governance procedure to be followed for data collection, in order to ensure data quality dimensions, as well as the proper process to aggregate data from multiple sources, in order to have the same format, with no errors or missing data. If there's no existing governance procedures, we will create one, while collecting the data.	• Governance Policies, Procedures and Processes to control data collection and storage	Off-site	3
	2.2	Acquire data	Following the governance procedure for collecting data, in order to analyze it. This activity will be done by the client organization, as a prerequisite for the upcoming proposed set of activities.	• N/A	Off-site	Done by client
	2.3	Verify data	Checking data quality dimensions, to ensure that the data gathered is complete, accurate, unique and matches specifications. Ensuring the data are aggregated well from different sources and have the same quality dimensions. This does not include data analysis against data sources	• Data Quality Report	Off-site	5

DATA ANALYSIS

Phase	No.	Activity	Description	Deliverables	Location	Days
2	**Data collection and preparation**					
	2.4	Clean Data	If the collected data are not clean, work with the client to clean the data, identifying the best procedures to deal with the missing data, and unifying the format of all the data variables. "If the governance procedure is followed from the beginning, this will be a simple task."	• Cleaned Data	Off-site	5
3	**Data exploration**					
	3.1	Exploring Data	Summarizing the main patterns of datasets, identifying the main characteristics of said data, by using descriptive statistics and visualizations as a starting point to achieve the stated objective	• Preliminary analysis	Off-site	2
4	**Data analysis**					
	4.1	Data Analysis	Identifying and describing what happened in the past, based on the collected business data and diagnosing why things happened, by analyzing the hidden patterns; finding these hidden ties between variables and the strength of the relationship will be accomplished through the use of statistical analysis, hypothesis testing and estimation	• Customized statistical and analytical techniques	Off-site	5
5	**Results generation**					
	5.1	Develop analysis report	Finalizing data analysis, by comprising it into a report ready to be presented to stakeholders for decision making, with the help of reporting, visualization and storytelling	• Analysis Report and Interpretation • Data reporting and monitoring framework	Off-site	3
	5.2	Conclusions and Recommendations	Drawing up conclusions from the analysis, presenting what happened in the past and why things happened to stakeholders, and setting up a series of recommendations to be followed in the future, to ensure the same mistakes will not be repeated	• Final Report - Interpreted Data Conclusion and Recommendations	Off-site	2
				TOTAL DAYS		**26**

Performance Management Software implementation

QUICKSCORE

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20. QUICKSCORE IMPLEMENTATION

1   BI Solution Purchase

2   Project Management

3   Performance Management System Automation

4   Training – Managing the BI Software Solution

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QUICKSCORE IMPLEMENTATION

No.	Activity	Description	Deliverables	Location	Days
1	**QuickScore Implementation**				
1.1	BI Solution Purchase	QuickScore from Spider Strategies – 40 users – Cloud based ($45 USD/user/month) Maintenance included	• 40 Licensed Users	Cloud	N/a
1.2	Project Management and Miscellaneous	Liaise with client throughout the stages before the off-site automation	• Project Management throughout implementation	Off-site	5
1.3	Performance Management System Automation	Configuration of the Performance Management System Architecture (1 Organisational Scorecard and 40 Business Units Scorecards) - 3 Scorecard configured/day	• 41 Fully Automated Scorecards	Off-site	14
1.4	Training – Managing the BI Software Solution	Training for all KPI Owners and System Maintenance Team – Videoconferencing (up to 20 participants in groups of 10)	• Training for all KPI Owners and System Admins	Off-site	5
			TOTAL DAYS		**24**

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QUICKSCORE, SPIDER STRATEGIES

Powered by the latest cutting-edge web technologies, QuickScore™ gives you real-time access to the data you need when you need it. QuickScore™ transforms static performance measurement data into information and business intelligence.

QuickScore™ automates the balanced scorecard development process, Strategy Maps, and performance metric spreadsheets to transform data into management information that allows users to visualize performance in a way that helps improve decision making. Charts, graphs, dashboards and PowerPoint™ exporting are features of the software.
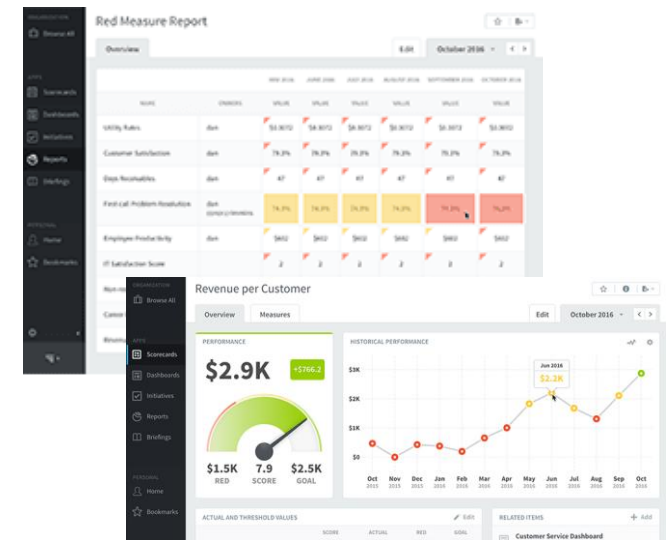
QuickScore — The fastest way to bring your Balanced Scorecard to life.

Automate Your Balanced Scorecard

QuickScore is the fastest and easiest way to automate your Balanced Scorecard. Just enter your perspectives, objectives, and measures. Then update your measures with actual performance values every month.

Beautiful Strategy Maps

Once you've built your balanced scorecard, QuickScore will automatically generate your strategy map. You can even tweak its appearance by moving and resizing colored bubbles. Now you can see how well everything is performing at a glance.
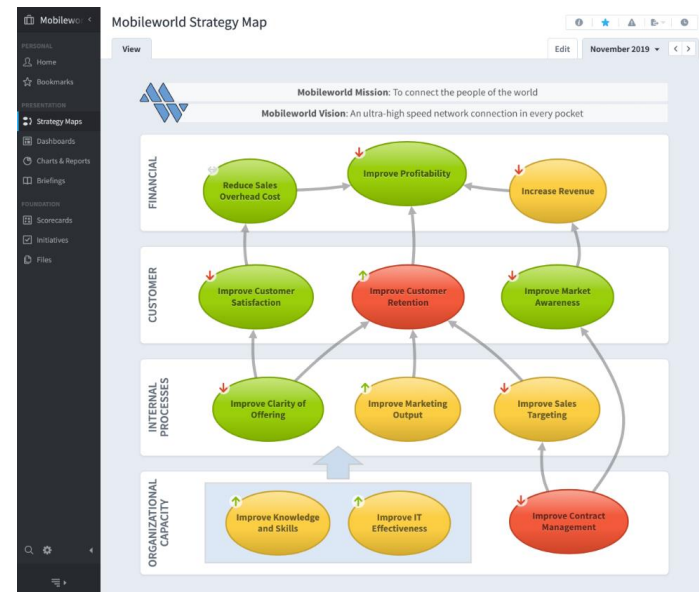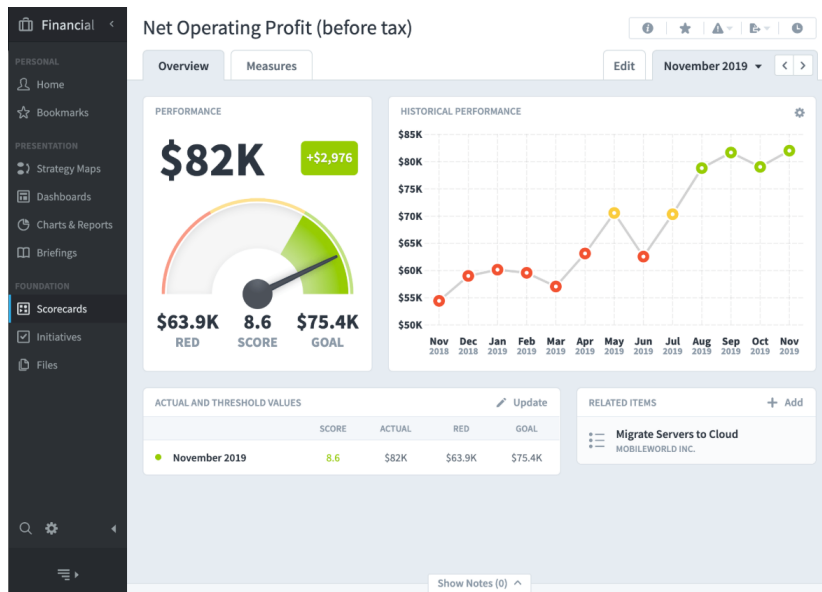
Toolkits

The KPI Institute

21. TOOLKITS

ORGANIZATIONAL PERFORMANCE MANAGEMENT TOOLKIT

The collection comprises customizable and adaptable templates pre-populated with relevant data.

The toolkit includes the following 8 documents:
1. Performance Architecture
2. Desired State of Evolution
3. Strategy Map
4. Performance Scorecard
5. Performance Dashboard
6. Reporting process
7. Initiative Portfolio
8. Documentation forms

INDIVIDUAL PERFORMANCE MANAGEMENT TOOLKIT

The collection comprises customizable and adaptable templates pre-populated with relevant data.

The toolkit includes the following 8 documents:
1. Individual Performance Architecture
2. Job description
3. Career Plan
4. Individual Performance Scorecard
5. Competency Framework
6. Behavior Framework
7. Development plan
8. Performance evaluation form

ORGANIZATIONAL PERFORMANCE MANAGEMENT TOOLKIT

1. Performance Architecture
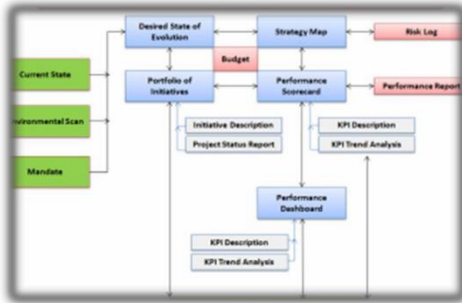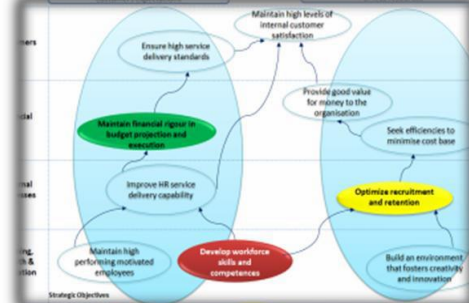
2. Desired State of Evolution

3. Strategy Map

4. Performance Scorecard

5. Performance Dashboard
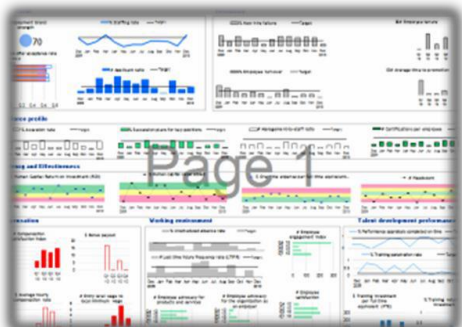
6. Reporting Process
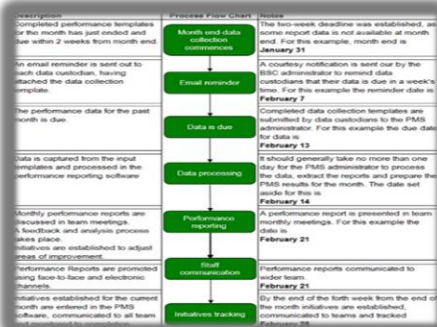
7. Initiative Portfolio
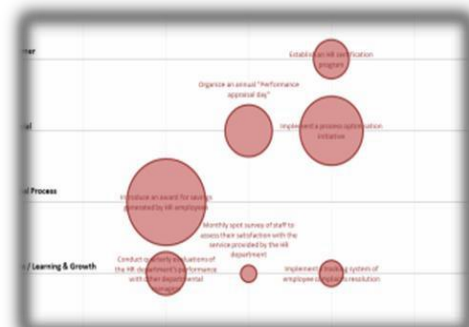
8. KPI Documentation

ORGANIZATIONAL PERFORMANCE MANAGEMENT TOOLKIT

Nr.	Name	Details
1	**Performance Architecture**	A summary page mapping the relationships between the tools (described below) integrated in a system.
2	**Desired State of Evolution**	A summary to where an entity wants to be in 3 years' time.
3	**Strategy Map**	An outline of the objectives, perspectives and themes reflecting priorities for the current year.
4	**Performance Scorecard**	A selection of KPIs grouped by perspective and aligned to the objectives of the entity.
5	**Performance Dashboard**	A selection of KPIs to be monitored on a regular basis to improve operational performance.
6	**Reporting process**	A sequence of steps mapping the reporting calendar.
7	**Initiative Portfolio**	Used to select and keep track of the performance improvement initiatives established to achieve organizational goals and address underperforming KPIs.
8	**Documentation forms**	Standardized template outlining the relevant fields that have to be documented for KPIs, RIs, Initiatives and innovation ideas.

INDIVIDUAL PERFORMANCE MANAGEMENT TOOLKIT

Individual Performance Architecture

Job Description

Career Plan

Individual Performance Scorecard

Competency Framework

Behavior Framework

Development Plan

Performance Evaluation Form

INDIVIDUAL PERFORMANCE MANAGEMENT TOOLKIT

No.	Name	Details
1	Individual Performance Architecture	A summary page mapping the relationships between the tools (described below) integrated in a system.
2	Job description	A template that can be used to describe a job position.
3	Carrer Plan	A summary page presenting the employee's professional aspirations and a roadmap to achieve them.
4	Individual Performance Scorecard	A selection of KPIs aligned to the employee's professional objectives.
5	Competency Framework	A list of competencies that are relevant for a specific job position
6	Behavior Framework	A description of the desired behavior expected from the employee.
7	Development Plan	A template to keep track of all initiatives taken in order to develop talent and improve employee performance.
8	Performance Evaluation Form	A template used to evaluate the performance of employees.

Healthogram and Sustainogram

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22. HEALTHOGRAM AND SUSTAINOGRAM

HEALTHOGRAM

- The tool is designed to be used when deploying performance management systems at operational level, measuring the "health" of each entity at organizational level. It outlines the main value generator streams inside the organization, from input, to process, output and outcome.
- It can be employed in revealing the root causes of under-performance, being able to track important aspects related to an organizational entity's capabilities as it reflects the organizational strategy.
- Components:
  - Value generator stream - defines the specific stage in the value flow stream: input, process, output and outcome;
  - Dimensions - each value generator stream has allocated a certain dimension. For example, for input - there are resources, for processes - there are capabilities etc.;
  - Clusters - under each dimension there are certain clusters that are of interest. For example, for resources, there are financial maturity, human capital profile, competency profile, talent secured etc
  - KPIs - each cluster has a number of KPIs to measure the achievement of that cluster of interest

Input	Process	Output	Outcome
Resources - 2 Dimensions / 8 KPIs	Capabilities - 6 Dimensions / 12 KPIs	Stakeholders - 3 Dimensions / 12 KPIs	Shareholders - 1 Dimensions / 3 KPIs
Financial maturity	Talent development	Internal customers	Value generation
% Budget variance	# Training hours per departmental full time equivalent (FTE)	% Internal customers satisfaction with service levels	$ Revenue per FTE
# Unplanned expenses	% Employees that attended training	% On-time delivery of service requests	$ Savings achieved trough cost optimisation
Human capital profile	Innovation	Managers	Benefits realisation
% Positions with JDs in place	# Ideas for new or improved service from employees	# Employee Engagement Index	% Projects with benefits realised
% Positions with competency profiles in place	% Ideas approved for implementation	% Desired culture profile index	% ROI measured projects with ROI targets achieved

HEALTHOGRAM AND SUSTAINOGRAM

SUSTAINOGRAM

- It outlines the status of the KPIs from the Sustainability Report, in terms of all aspects that relate to conducting a business, from economic, to social and environmental areas.
- Components:
  - Sustainability areas - major directions of interest in the sustainability area: economic, social, environmental;
  - Clusters of main sustainability sub-areas - each area will be split into more sub-areas. For example, under environmental, there can be 2 other sub-areas, such as: materials and energy
  - Disclosures - parts / articles from the Sustainability Report
  - KPIs - indicators to measure the achievement of the disclosures.

SUSTAINOGRAM											
GRI 100 - GENERAL			**GRI 200- ECONOMIC**			**GRI 300 - ENVIRONMENTAL**			**GRI 400 - SOCIAL**		
GRI 102	**General Disclosures**		**GRI 203**	**Indirect Economic Impacts**		**GRI 302**	**Energy**		**GRI 403**	**Occupational Health and Safety**	
102-34	# Critical concerns		203-2	# Milk purchased from local household		302-1	% Fluctuation compared to previous year		403-2	% Injury rate (IR)	
102-41	% employees participating in collective bargaining agreements at Headquarter and all Units		203-2	# Milk from VNM farm			# Average (kg)/ ton of product			% Occupational disease rate (ODR)	
				% Raw milk sourced from internal dairy farms			% Energy consumption from renewable sources			% Lost day rate (LDR)	

Individual coaching

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23. INDIVIDUAL COACHING

The one-to-one online coaching solution is meant to assist customers on all topics priorly presented in the off-site and online consulting services brochure, from strategy review to data analysis and from KPIs to OKRs implementation.

One of our consultants will be dedicated to help customers individually achieve their business objectives, evaluate current systems or tools and provide feedback on how to improve current strategy, performance measurement and management practices.

Our dedicated coaches are industry, capability and functional area experts who will guide clients in addressing their specific business needs and requirements.

The Coaching hours can be split and scheduled over several consecutive days, during one week, or planned out on specific days, over a 2+ week period. It's up to the client and its availability!

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