

THE KPI INSTITUTE



Oman Market Credentials and Service Offering





About The KPI Institute

The KPI Institute is the global authority on Key Performance Indicators (KPIs) research and education, providing through its publications and training courses insights on how to measure and learn with KPIs. It developed the first KPI Management Framework and operates several research programs dedicated to performance management, strategy, Balanced Scorecard and Key Performance Indicators.



smartKPIs.com
The *smart* choice in performance management

It operates *smartKPIs.com*, the result of the research program dedicated to documenting and cataloguing how KPIs are used in practice, an online portal containing the largest collection of well documented KPI examples, supported by a community of tens of thousands of members.

Over the last ten years, the team has:

- ▶ Assisted over 28,000 organizations in finding solutions to their KPI needs;
- ▶ Documented 7,000+ KPIs from 15 functional areas and 24 industries;
- ▶ Reviewed 1,000+ performance reports from 125 countries;
- ▶ Referenced 20,000+ resources (books, articles, performance reports);
- ▶ Developed over 150 KPI Dashboards and Balanced Scorecards;
- ▶ Delivered training courses in 20 countries on 5 continents;
- ▶ Trained over 1,500 participants from 41 countries on how to work rigorously with KPIs.



Our Pillars

Research Programs

The KPI Institute is dedicated to identifying the issues, trends and best practices impacting the field of performance management today and shaping the way in which we are going to experience it in the future. Driven by the belief that progress in management science emerged from practice, the research programs are grounded on reviewing KPI and performance management examples as used in various countries, functional areas and industries.



Publications

In order to facilitate the identification and usage of KPIs in practice, The KPI Institute developed the suite of Top KPIs Reports. Also, to help organizations design or improve their performance management architecture, The KPI Institute offers the Toolkit series, containing editable templates, customized for specific industries and functional areas. The KPI Institute also makes available a set of dictionaries relevant to practitioners in the realm of performance management and KPIs, The KPI Compendium and The KPI Dictionary.



Educational Programs

In an effort to improve the ways in which KPIs are understood and employed in organizations worldwide, The KPI Institute is providing a broad set of education services. The training offer includes KPI Professional and Practitioner Certifications, as well as specialized training courses customized to specific functional areas, industries or topics related to performance management.



Customer list in Oman

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Products

- Al Ansari Engineering Services
- Al Hassan Group
- Al Madina Insurance Company SAOG
- Alasfoor Furnishing LLC
- Al-Madina Dev. & Supply LLC
- Aromatics Oman LLC
- Douglas OHI
- GAC
- Galfar Engineering & Contracting SAOG
- Haya Water
- Information Technology Authority
- Jawad Sultan Technologies LLC
- Majan Electricity Co.
- Majan Mining Company
- Mawarid Mining L.L.C
- MAWARID MINING LCC
- Muscat Electricity Distribution Company
- Muscat Private Hospital
- National Aluminium Products Company
- National Bank of Oman
- Nawras
- Occidental Petroleum Corporation
- OCTAL Petrochemicals LLC
- Oman Airport Management Company

- Oman Aluminium Processing Industries LLC
- Oman Aviation Services Co
- Oman Cement Company
- Oman Oil Company
- Oman Oil Marketing Company
- Oman Polypropylene LLC
- Oman Telecommunications Company
- Omani Qatari Telecommunications Company
- Omzest
- Petroleum Development Oman
- Polyglot Institute Oman LLC
- POYRY & COMPANY LLC
- PTTEP Oman Company Limited
- Raysut Cement Company
- Rural Areas Electricity Company
- Salalah Methanol Company
- Shadeed Iron & Steel Co LLC
- Sheraton Oman Hotel
- STARCARE HOSPITAL
- Suhail Bahwan Automobiles LLC
- Sultan Qaboos University Hospital
- Voltamp Transformers Oman LLC
- W.J. Towell & Co LLC
- Zubair Automotive Group

Services

- Rural Areas Electricity Company
- Salalah Methanol Company
- Occidental Petroleum Corporation
- Wadi Al Jizzi Power Company
- Public Authority for Social Insurance
- Oman Airports Management Co.
- Public Authority of Civil Aviation
- Rikaz Global LLC
- United Private Schools
- Muscat Securities Market
- Oman Dhrydock
- United National Oilfield Services
- Omantel

Industries

- Aviation
- Chemicals
- Corporate Consulting & Training
- Education
- Energy
- Insurance
- Investment and Security Management
- Maritime
- Oil and Gas
- Telecommunication

80+ Clients
We have worked with leading organisations from both private and public sectors to assess and improve their business performance.

230+ Participants
We understand that business success starts with competent staff therefore we focus on genuinely training professionals in developing new skills.

260+ Training Hours
The training hours delivered in Oman enabled us to better understand the key issues and trends affecting the market.

Featured Projects

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شركة كهرباء المناطق الريفية س.أ.ع.ع.
Rural Areas Electricity Company S.A.O.C.

Organization



Name: Rural Areas Electricity Company S.A.O.C. (RAECO)

RAECO is a closed Omani joint stock company registered under the Commercial Companies Law of Sultanate of Oman. The company is primarily undertaking electricity generation, transmission, distribution & supply and desalination activities.

Division: Company wise

Industry: Energy

Staff: 101 - 500

Country: Sultanate of Oman

Functional areas:

City: Muscat

IT, HR, Media & Communication, Finance, Audit, Customer Service, Operations Technical Services, Procurement, Health & Safety

Service



Scope: Training on KPI Management Framework deployment

Period: March, April 2013, February 2014

Engagement length: 3 days course, replicated for three separate groups



Context

Overview

Rural Areas Electricity Company SAOC (RAECO) invited The KPI Institute to facilitate an in-house KPI training program delivered on organizations premises in Muscat, Oman, in order to enhance company's abilities to correctly deploy the KPI Framework across organizational functions and align it from top-down, up to the individual level.

The three-day certification program taught RAECO participants in how to establish and work with KPIs and offered them the opportunity to get certified on the ability to deploy and use KPIs.

Challenges

- ▶ Having knowledge on how to evaluate performance;
- ▶ Establishing KPIs based on complexity of operations;
- ▶ Having a clear understanding of KPIs at individual level;
- ▶ Lack of clear purpose for KPI measurement;
- ▶ Managing KPIs;
- ▶ Reluctance to change - deploying a performance management culture;
- ▶ Lack of human resources with right set of skills on performance management;
- ▶ Lack of alignment across organization;
- ▶ Lack of understanding KPI typology and methodology



Value Generation

Needs

- ▶ Learn about KPI selection, in regards to the following:
 - Developing and selecting the right KPIs;
 - KPI selection process - understanding required resources;
 - KPIs connection to company objectives.
- ▶ Understand the process of KPI documentation, including how to establish formulas and set targets;
- ▶ Analyzing tools related to KPI data visualization;
- ▶ Aligning KPIs across organization and achieve a performance management integration;
- ▶ Gain knowledge in KPI analysis, decision making and KPIs results communication.

Solutions

- ▶ Understanding Performance Management terminology
- ▶ Deploying Performance Management tools
- ▶ Identifying best practices in the field

Benefits

- ▶ Participants acquired a clear understanding of the KPI challenges and how to address them;
- ▶ Participants gained both theoretical understanding and practical experience in using a variety of Performance Management tools;
- ▶ 70% of the participants obtained The KPI Professional Certification, an internationally recognized distinction.

"The course content was incentivising and very specific in the same time. I liked the practical part, it illustrated the information in a very clear way and helped us better understand how to work with KPIs"

Rahma Al-Ismaili, Rural Areas Electricity Company (RAECO)

Featured Projects

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شركة صلالة للميثانول ش.م.م. (المنطقة الحرة)
Salalah Methanol Company L.L.C. (SFZ)

Organization



Name: Salalah Methanol Company

Salalah Methanol Company LLC (SMC) is a methanol production facility in Salalah Free Zone located near the Port of Salalah. The company was formed in February 2006 by Oman Oil Company (OOC).

Division: Company wise

Industry: Chemicals

Staff: 501 - 1000

Country: Sultanate of Oman

Functional areas:

City: Salalah

Audit, Finance, HR, Marketing, IT, Maintenance, Operations Technical Services, Production, Procurement, Reliability, HSE, External Affairs

Service



Scope: Training on KPI Management Framework deployment

Period: September 2013

Engagement length: 3 days



Context

Overview

Salalah Methanol Company LLC (SMC) invited The KPI Institute to facilitate workshops for KPI selection with each department.

The development of a performance management architecture is supposed to support:

- ▶ Strategy development and implementation;
- ▶ Alignment between the organization's strategic direction and the departments and individuals priorities;
- ▶ A framework to generate and monitor business improvement initiatives;
- ▶ Accurate and timely data reporting;
- ▶ Internal communication, accountability and decision making based on data.
- ▶ Innovation and continuous learning.

Challenges

- ▶ Setting objectives;
- ▶ Establishing Key Performance Indicators;
- ▶ Selecting the optimal number of KPIs;
- ▶ Structuring Balanced Scorecards and Dashboards;
- ▶ Aligning the strategy with the objectives and KPIs.



Value Generation

Needs

- ▶ In-depth understanding of KPI selection aspects, such as:
 - Selecting relevant KPIs and an adequate number;
 - Cascade KPIs at employee level;
 - KPIs aligned with corporate vision.
- ▶ Gain knowledge on KPI documentation and target setting;
- ▶ Develop capability in measuring KPIS, data gathering and reporting;
- ▶ Learn about improvement based on KPIs, and specifically:
 - How to ensure achievement of KPI targets;
 - Improving KPI results;
 - KPI lifecycle;
 - Resource allocation.
- ▶ Understand which are the enablers in this area, such as software and creating a performance culture.

Solutions

- ▶ Understanding Performance Management terminology
- ▶ Deploying Performance Management tools
- ▶ Identifying best practices in the field

Benefits

- ▶ Participants gained both theoretical understanding and practical experience in using a variety of performance management tools.
- ▶ Participants acquired a clear understanding of the KPI challenges and how to address them.
- ▶ 86% of the participants obtained The KPI Professional Certification, an internationally recognized distinction.

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City: Salalah

Audit, Finance, HR, Marketing, IT, Maintenance, Operations Technical Services, Production, Procurement, Reliability, HSE, External Affairs

Service



Scope: Establishing departmental PM System Architecture

Period: 10 - 14 November 2013

Engagement length: 5 days



Context

Overview

Salalah Methanol Company LLC (SMC) invited The KPI Institute to facilitate workshops for KPI selection with each department.

The development of a performance management architecture is supposed to support:

- ▶ Strategy development and implementation;
- ▶ Alignment between the organization's strategic direction and the departments and individuals priorities;
- ▶ A framework to generate and monitor business improvement initiatives;
- ▶ Accurate and timely data reporting;
- ▶ Internal communication, accountability and decision making based on data.
- ▶ Innovation and continuous learning.

Challenges

- ▶ Setting objectives;
- ▶ Establishing Key Performance Indicators;
- ▶ Selecting the optimal number of KPIs;
- ▶ Structuring Balanced Scorecards and Dashboards;
- ▶ Aligning the strategy with the objectives and KPIs.



Value Generation

Needs

- ▶ Align departments to organizational strategy;
- ▶ Provide visibility into how the organization is performing;
- ▶ Develop a sound performance management framework

Solutions

- ▶ Structuring Strategy Maps
- ▶ Setting KPIs for Scorecard and Dashboard
- ▶ Establishing Portfolio of Initiatives

Benefits

- ▶ 12 strategy maps;
- ▶ 12 scorecards;
- ▶ 12 dashboards (1 corporate, 11 for departments);
- ▶ New initiatives for each department were identified as priorities to support the Performance Management System and included in a portfolio of initiatives;
- ▶ The documentation of more than 100 KPIs was reviewed by The KPI Institute's team;
- ▶ Performance Management Booklet was created (a description of the entire Performance Management System).

"Very impressive."

Polina Prasanna Choudari

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Service



Scope: Making employees aware of the importance and practical usage of Performance Management System

Period: 26 - 27 January 2014

Engagement length: 1 day training course / replicated for two separate groups



Context

Overview

Salalah Methanol Company LLC (SMC) invited The KPI Institute to deliver an awareness session on general knowledge about working with Key Performance Indicators, in order to enhance the implementation of the Performance Management System Architecture.

The one day program familiarized participants with the terminology and the most common tools used in a performance management system (KPIs, strategy maps, scorecards, dashboards, portfolio of initiatives). It also provided valuable training for KPI selection and for building a performance culture.

Challenges

- ▶ Selecting relevant KPIs;
- ▶ Setting realistic targets;
- ▶ Documenting KPIs;
- ▶ Aligning the organizational strategy to different levels;
- ▶ Gathering and analyzing the data;
- ▶ Knowing the external factors affecting performance;
- ▶ Linking performance with rewards and incentives.



Value Generation

Needs

- ▶ Learn how to measure KPIs for routine activities;
- ▶ Understand how to work with KPIs, what is the typology;
- ▶ Select relevant KPIs;
- ▶ Gain knowledge on documenting KPIs and setting targets;
- ▶ Learn about aligning KPIs from organizational to individual level and alignment with the strategy of the company;
- ▶ Link performance with a rewards system;
- ▶ Understand the processes of KPIs review and improvement.

Solutions

- ▶ Refreshing Performance Management tools
- ▶ Working more efficiently with KPIs
- ▶ Building a performance culture

Benefits

- ▶ 48 employees trained on basic knowledge for working with KPIs, scorecards and dashboards.
- ▶ Generated more buy-in and support from employees in implementing the performance management system.

Testimonials

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"The course facilitator is very well papered tutor and tried as much as he could to simplify the course content for us, though 3 days are very short to explain everything for such an incentivising course."

Rahma Al-Ismaili, Rural Areas Electricity Company (RAECO)

"All sessions were very well linked together. It was a great course, one of the best courses I attended in Performance Management."

Jasim Ali Amur, Al Jabri, Occidental Petroleum Corporation (OXY)

"One of the course sessions I've found most useful was related to how to present data efficiently and what things we should avoid. My opinion is that it is a very good course for staff who deals with numbers and reports."

Khamis Salim Saleem, Al Ghanboosi, Occidental Petroleum Corporation (OXY)

"The course helps to get involved more with the departments, as an organization, and be part of its achievements. Knowing about KPIs helps you focus on the important projects."

Suhaila Ali Mohamed, Al Balushi, Occidental Petroleum Corporation (OXY)

"This course is very important to our organization and very useful to be used in KPI issues at our company. I would recommend your services to anyone who needs your expertise. The trainer is an organized person and very good in communication."

Ali Salim Al Shibli, Wadi Al Jizzi Power Company SAOC (WAJPCO)

"One of the course sessions I found most useful was KPI Value Flow Analysis - it gave me a clear idea of the process and it can be applied in practice. The course is very beneficial, especially to managers."

Issa Khamis Al Sabahi, Wadi Al Jizzi Power Company SAOC (WAJPCO)

"Most of the course sessions were useful as they presented many examples. It was interesting to learn such information about the updates in the KPI field."

Abdullah Saif Al Moqbali, Wadi Al Jizzi Power Company SAOC (WAJPCO)

"The content was very useful. The course facilitator was excellent in delivering the course content and in answering our questions."

Khulood Yahya Al Naabi, Oman Power and Water Procurement Company



Services Offered

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Educational Programs

The training portfolio currently contains 20 training courses which provide a combination of practical solutions for improving organizational performance.



Certification Preparation

- Certified KPI Professional
- Certified KPI Practitioner



KPI Framework

- KPI Performance Architecture
- KPI Masterclass
- KPI Essentials



KPI by Functional Area

- KPI, Dashboard & Scorecard for Departments



KPI by Industry

- KPI, Dashboard & Scorecard for Industries



Business Simulations

- Friday Night at the E.R.
- FishBanks



Balanced Scorecard

- Implementing and using a Balanced Scorecard based Performance Management System
- Balanced Scorecard Simulation



Performance Management

- Managing and Improving Individual Performance
- Integrated Performance Management



Procurement & Logistics Management

- Supplier Performance Management
- KPI, Dashboard & Scorecard for Purchasing /Logistics
- A Strategic Approach to Procurement & Logistics Processes



Performance Through People

- Implementing Employee Engagement Programs
- Solutions for Managing Change in Organizations
- Implementing Succession Management Programs
- Integrating Talent Management Processes

Services Offered

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Consulting

Applied solutions clustered around the performance integration architecture developed by The KPI Institute: performance through people, systems and innovation.

Performance Through People

Workforce Planning

- Succession management system implementations, talent reviews facilitation, workforce needs assessment
- Talent assessments implementation of 360 feedback solutions

Employee Engagement

- Survey design and implementation, organizational and team level reports
- Guidance in impact action planning implementation

Learning and Development

- Guidance in developing organizational learning and development plan
- Integration of individual PM system with organizational learning initiatives

Talent Acquisition

- Audit of recruitment and selection practices
- Recruitment processes mapping and optimization
- Job analyses and career paths identification

Compensation and Benefits

- Review and benchmarking of compensation and benefits plans
- Pay-for-performance implementations

Organizational Culture

- Organizational culture assessments
- Organizational network analyses
- Change management planning and guidance

Performance Through Systems

Strategic and Operational Planning

- Facilitation of strategic planning sessions.
- Strategic research: environmental scans, strategic planning tools deployment (Five forces, SWOT analysis, competitor review).

Organizational Performance Management Systems Implementations

- Integrated performance management systems based on the Balanced Scorecard.
- Application at all organizational levels, or limited to strategic level, operational level or individual level.

Key Performance Indicators Advice

- Overhaul of existing KPIs, by reviewing and updating them in accordance to organizational strategy and best practice.
- Assistance with KPI selection.
- KPI documentation support – customisation of smartKPIs Premium templates to reflect organizational needs.
- Development of customised KPI catalogues.
- Assistance in identifying reliable benchmarking resources.

Operational Performance Management Solutions

- **Supplier performance management** – Development and implementation of supplier scorecards for both products and services suppliers
- **Portfolio performance management**
 - Development of Portfolio Dashboards and Project Scorecards
 - Identification of Key Risk Indicators and establishment of Risk Scorecards
- **Benefits realization management**
 - Development of benefits management plans
 - Project or program evaluation
- **Alliances performance**
 - Establishment of Alliances Scorecards
 - Development of Service Level Agreements

Assessment / Audit / Review

Audit of organizational performance management systems at strategic, operational or individual levels. Organizational capability assessment using TKI's proprietary tools:

- Performance Management Maturity Model
- Performance Measurement Maturity Model

Services Offered

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Technology Solutions

The KPI Institute offers two easy ways to use business software solutions that provide your organization with all the tools it needs to join the performance revolution.

Powered by the latest cutting edge web technologies, the two applications give you real-time access to the data you need when you need it.

Choose the perfect tool for measuring performance in your organization

► **Quickscore** is recommended for the Balanced Scorecard system automation at organizational level. Also, it enables the configuration, visualization and alignment of strategic performance and it is fully integrated with the Balanced Scorecard Institute's Nice Steps to Success Framework. Quickscore is the only Balanced Scorecard software officially recommended by the Balanced Scorecard Institute.



► **Scoreboard** is designed for any type of Performance Management Initiative and it offers scorecards and dashboards to monitor performance, graphical visualization options of KPIs and real-time update of data. It is ideal for performance management at operational level.



Dashboards

They can be created based on anything in the system and then updated automatically.



Scorecards

They are core of the system and it allows you to build a scorecard and metrics for anything you need to measure.



Reports

Organize the performance data and create charts, compare metrics and export to Microsoft Office Word, PowerPoint, Excel or even PDF.



Action Planner

It helps organize things, it simplifies and makes data visualization faster, thanks to the auto-generated tasks lists and it helps monitor the budget and expense rates.



Document Manager

It allows you to share files in the most secure way and link documents with Initiatives, Tasks, as well as metrics.

Free Online Training

To get you started with using Spider Strategies' Scoreboard and Quickscore, 19 videos have been created, which teach you how to use our software. The trainings are available online, free of charge and are based on different levels.

To view them online or download them, [click here](#).

More details are available at:

www.software.integerperform.com

Log in with the username **demo** and the password **view**.

If you're interested in a more personalized approach, there are several live training options, available at competitive rates. These allow personal online sessions with our trainers.



Compatibility and Support



It's 100% web-based, so there's no software to install or servers to manage. Just use the web browser on a computer or mobile device to access your performance data from anywhere. The company takes care of all hosting, software updates and data backups.

The application works great on all mobile browsers, including iPad, iPhone and Android devices. Regardless of what device you choose, we make sure you can get your latest performance information even when you're on the go.

We offer consultancy services regarding:

- KPIs and implementation solutions;
- Software automation;
- In-cloud configuration with no software installation or on-site server administration;
- Internal administration of software on organizations' servers, in order to maintain the safety of classified materials.



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