The Journey to Better Performance
Strategy & Performance Service Offerings Overview
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Performance Management Today
What top CEOs are saying about Performance Management?

“In business, the idea of measuring what you are doing, picking the measurements that count like customer satisfaction and performance... you thrive on that.”
– Bill Gates

“There are only three measurements that tell you nearly everything you need to know about your organization’s overall performance: employee engagement, customer satisfaction, and cash flow”
– Jack Welch CEO of GE

“Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled.”
– Anne Mulcahy CEO of Xerox

“I consider my ability to arouse enthusiasm among men the greatest asset I possess. The way to develop the best that is in a man is by appreciation and encouragement.”
– Charles Schwab CEO of Charles Schwab Corp

“Appreciate everything your associates do for the business. Nothing else can quite substitute for a few well-chosen, well-timed, sincere words of praise. They’re absolutely free and worth a fortune.”
– Sam Walton founder of Walmart

Performance management defined as an ongoing process of communication and feedback between an organization’s management and employees. Performance management sets up aid the accomplishment of an organization’s the strategic objectives. The communication loop includes setting expectations, defining objectives, identifying goals, measuring performance through key performance indicators, and finally evaluation.
What are the major issues facing performance management?

- **Over 58%** of organizations rated their performance management systems as “C Grade or below”
- **Only 14%** of organizations are happy with their performance management system
- **61%** of managers reported major conflicts between projects and end-users
- **34%** of companies performed redundant work due to uncoordinated projects
- **44%** of programs go over budget
- **42%** of programs were not delivered on time
- **50%** of senior executives believe business outcomes are constrained by a lack of delivery effectiveness in major programs
- **20%** of major programs were almost considered total write-offs for the business

Approximately **Two-thirds** of performance management systems misidentify high performers

Performance Management Today - Benefits

The benefits of a successful performance management implementation

*If performance management is...*

- ...aligned with the company strategy
- ...supported by the top management (through leadership by example)
- ...not “stand-alone” but well integrated with other people management processes and managerial activities
- ...an on-going process, not a once-a-year administrative event

*...then these are some of the key benefits:*

- 22% increase in higher shareholder returns
- 30% increase in company value
- 19% increase in operating income
- 15% increase in the prevention of larger issues through an on-going discussions around performance

**Effective** performance management can play a crucial role in managing **successful** growth, increasing savings and reducing the bottom-line of an organization

What KML Can Offer You?
What KML Can Offer You?

KML Strategy & Performance Management Approach and Service Offerings

The following KML performance management service offerings could be delivered to your organization in approximately 4 – 6 months period. You could select PHASE 1 OR PHASE 2 OR BOTH and additionally select any or all other service offering. You Can Customize The Scope “As Per Your Need/Budget”

PHASE 1

1. Current Status Assessment

   Thorough advanced planning for workshop, agenda development and facilitation plan Pre-meeting and interview with key stakeholders to understand perspectives and issues

2. Strategic Visioning

   Provide a change agenda and formulate a coherent strategy with Vision, Mission, Values, and corporate objectives of the organization

3. Corporate Strategy Refinement

   Review and enhance current strategy and performance framework & corporate Balanced Scorecards. Update & refresh current corporate strategic plan

PHASE 2

4. KPI Management & Balanced Scorecards

   Most challenging part for many organizations is strategy alignment. KML operational expertise will help the client to align core operation and support units using KPI Management & Balanced Scorecards

5. Performance Monitoring & Reporting

   After being involved in the Strategy Alignment, KML can further help the client to establish a strong strategy Monitoring system to secure a successful strategy execution.

6. Strategy & Performance Governance

   Different manuals that will cover the corporate planning process, Performance management process, terminology, related context, and facilitating tools and techniques to a variety of users.

Customer Experience and Retail Operations

- Understand customer behavior and preferences
- Analyze sales data to improve customer experience
- Implement strategies for increased customer satisfaction

Corporate Strategy

- Develop and communicate a clear strategic vision
- Create actionable objectives and initiatives
- Ensure alignment across the organization

Operational Strategy

- Optimize day-to-day operations for efficiency and effectiveness
- Implement process improvements and cost reductions
- Enhance operational performance

Quarterly Performance Report

- Assess performance against strategic objectives
- Identify trends and areas for improvement
- Prepare reports for management review

Corporate Planning Manual

- Detailed planning process and tools
- Guidelines for strategic planning
- Examples of successful planning initiatives
What KML Can Offer You?

Thorough advanced planning for workshop, agenda development and facilitation plan Pre-meeting and interview with Key stakeholders to understand perspectives and issues

Current Strategy Assessment

Analysis Techniques
- Interviews with key Executives
- Focus Groups
- Analysis Workshop
- Diagnostic Survey

Strategic Planning
To assess the strategy development framework, strategic analysis tools, leadership support & accountability, vision clarity, business plans and strategy update

Strategy Alignment
To examine strategy cascading approach, scorecards development at all levels, support units alignment, horizontal alignment, employees involvement, strategy communication plans, people development and performance rewards effectiveness

Strategy Execution
To assess the strategy reporting mechanism, targets setting, KPIs development, performance review process, current initiatives management, budgeting, automation, competencies gap and strategy execution success factors

Strategy Governance
To examine the strategy governance model including processes, templates, strategy calendar, different roles and responsibilities and establishment of Strategy Management Office

What is “Current Strategy Assessment”? is a practical methodology to check the health of current strategy development and execution practice for public and private organizations, using different analysis techniques to shape a perspective on areas of improvement and strengths. The strategy assessment is based on qualitative information (interviews, focus groups & workshops) and quantitative data, as well (diagnostic survey).

How? Will examine the current strategy development and execution framework according to the Strategy Assessment Model below, The are 4 main phases will focus on in our assessment, which are:

1- Strategic Planning
2- Strategy Alignment
3- Strategy Execution
4- Strategy Governance

Outcomes:
- As a result of the above an assessment report will be developed to identify the gap between current strategy development and execution practice against the leading practice, that’s in addition to our subject matter experts recommendations to close the gap.

Estimated Efforts Required: 1-3 weeks
Focus groups / stakeholder meetings
- Engagement with major internal stakeholders including C-suite and Department heads in order to assess their level of awareness of the current strategy and engage on current strengths, weaknesses, opportunities, threats and strategic priorities

Review of current strategic plan
- Review of current strategic plan done by the client
- Development of internal capabilities and capacities gap analysis
- Development of trend and comparator analysis, augmented as required with the industry global and regional understanding

KML team—insights and challenge
- Challenge of strength, weaknesses, opportunities, threats and strategic priorities by KML professionals
- Meet with Strategic Planning team to socialize and validate draft findings of work

KML will deliver the following:

Outcomes:
- Strategic V. Workshops
- Vision, Mission, Values
- Corporate objectives
- Highlight major issues
- High-level action items

Before the workshop
- Thorough advanced planning for workshop, agenda development and facilitation plan
- Pre-meeting and interview with key stakeholders to understand perspectives and issues
- Development of tailored inputs and pre-reading Strategic Planning materials

During the workshop
- Involvement of KML professionals with deep experience interacting with senior leadership
- A mix of individual, small group and plenary exercises
- Introduce issue resolution techniques to confirm required outcomes are achieved

After the workshop
- Review and enhance strategic goals, strategy map, and corporate level KPIs
- Option for communication of workshop outputs to stakeholders

What KML Can Offer You?

Provide a change agenda and formulate a coherent strategy with Vision, Mission, Values, and corporate objectives of the organization

Estimated Efforts Required: 1-3 weeks
Corporate Strategy Refinement

What KML Can Offer You?

Review and enhance current strategy and performance framework & corporate BSC. Update & refresh current corporate strategic plan

**Estimated Efforts Required:**

3-4 weeks

**HOW WE DO IT:**

- We identify the major strategic Aspirations that the strategy must address and build the Change Agenda (from – to).

- Then, we work together with the Organization’s leadership team to build the Corporate Strategy Map, establishing cause & effect relation among all objectives.

- Once the map is finalized, work teams are created to identify the best measures (KPIs) and define targets to track progress of each objective. To do this, we use our exceptional best practice KPIs database, to support the identification of the best measures to manage strategic performance.

- At a later stage, strategic initiatives are identified and matched against the strategic objectives. In order to motivate the implementation, champions for all objectives & related measures, targets and initiatives are then identified, and responsibilities & accountabilities distributed among the leadership team.

**KML will deliver the following:**

- Updated corporate 3-5 year strategy map with themes & objectives
- Updated corporate KPIs & Targets
- Validated 3-5 year Corporate Balanced Scorecard

**Outcomes:**

- Updated corporate 3-5 year strategy map with themes & objectives
- Updated corporate KPIs & Targets
- Validated 3-5 year Corporate Balanced Scorecard

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**Update Corporate Strategy Map & Objectives**

- Engagement with major internal stakeholders including C-suite and Department heads in order to update the corporate objectives & update the corporate strategy map

**Review of current corporate KPIs & Targets**

- Identify & validate current KPIs and develop any new additional KPIs
- Review actual performances & update current targets and define targets for new KPIs

**Consolidate outcomes into corporate BSC**

- Consolidate findings into the Balanced Scorecard, and validate corporate BSC with top management of the organization
Vertical alignment (Levels 2 & 3)
• Vertical alignment results from cascading the strategy from the corporate level downward to business units and support units.
• Most organizations recognize that there is a significant gap between their strategic plans and their ability to execute.
• For strategy to become meaningful to employees, their personal goals and objectives must be aligned with the organization’s objectives.

Strategy alignment methodology
• A strategic planning and cascading methodology tailored to the specific requirements and maturity of your organization, and accompanied by supporting templates to assist the strategy alignment process.

Linking strategy to budget
• This alignment is vital because the budget is often the only enterprise-wide process where users are directed and controlled in their use of company assets to achieve organizational objectives.

Knowledge Transfer
• To ensure alignment, we will communicate through knowledge transfer sessions or workshops. Conducting several awareness sessions to communicate the outcomes of the workshops will allow all departments to be aligned.

Outcomes:
► Scorecards at Level 2 & 3
► Operational objectives
► Operational initiatives
► KPI definitions
► KPI Database
► Knowledge Transfer

Alignment Methodology
• Appropriate to your strategic planning maturity level
• Supportive of additional lower-level cascading as required

Strategy Top-down Alignments

Corporate BSC
Core Business BSC
Support Services BSC
• Clear alignment between your corporate strategic BSC and the support services BSCs
• Support services strategic plan is developed with the full knowledge and insight of business units strategic plan.
Performance Monitoring & Reporting

What KML Can Offer You?

After being involved in the Strategy Alignment, KML can further help the client to establish a strong strategy monitoring and reporting system to secure a successful strategy execution.

Performance reports
- Design of performance report includes key organizational analysis required to show performance of strategy

Performance Review Meetings
- Check if enough resources have been allocated
- Strategy team to monitor strategy implementation is trained and in place
- Reviews of the strategy are carried out periodically
- Design Performance review meetings to provide leadership a forum for discussion of strategy and strategic issues

We take a close look at:
- Sufficient tools available to monitor strategy execution
- Measures selected, approved, documented, and communicated
- Performance monitoring processes identified & documented

KML will deliver the following:

Outcomes:
- Performance management framework
- Design performance reports
- Performance review meetings
- Recommend Performance IT system
- Rewards & compensation recommendations

HOW WE DO IT:
- Strategic and operational reports should provide a great deal of information to uncover hidden issues within the organization structure, dynamics or outside environment.
- The foundations for a robust performance management & reporting system with “drill down" capabilities from strategic measures to operational drivers should be established to support and enable the management process on different organizational levels. We believe that Strategy Management should be core competency at Organizations that want to achieve outstanding results.
- And that is achieved only after the implementation of a formal governance process to periodically work on strategy definition, translation, cascading, reporting and review.
- The establishment of an Office of Strategy Management, responsible for coordinating all the activities related to strategy and performance management, is a critical step towards the Execution Premium.

Estimated Efforts Required: TBD
Performance Management Manual

• The manual will cover the performance management process, related context, and facilitating tools and techniques to a variety of readers
• This manual will focus on important and sometimes complex elements of the performance management process that are commonly overlooked in the day-to-day management of the organization

KPI Manual

• Having an effective Key performance indicator (KPI) selection and monitoring process is becoming increasingly critical in today’s environment
• This guideline will help the reader to use KPIs to generate value in the organization
• Design a KPI Library where the organization’s KPIs are archived & can be easily reached and used

Corporate Planning & Performance Management Manual

• The primary purpose of this manual is to provide a comprehensive, user-friendly management tool that can be used by the organizations’ employees, to implement or understand the planning process leading to the development of the corporate strategic plan

Outcomes:
- Corporate Planning Manual
- Performance Management Manual
- KPI Manual
- Roles & Responsibilities Matrix
- Processes & Procedures Matrix
- Templates & Tools
- Used Terminology List

Additionally:
• Planning is not a linear step by step process, but a cyclical and iterative process that requires focus and alignment from all people in the organization to move it toward the future. It represents a new focus for the organization; a focus on a compelling vision of the future.
• This manual is designed to help the leaders take steps to begin a strategic management process.
• In addition, Key Success Factors and Common Mistakes will be highlighted in such a manual. These factors and challenges are determinants of successful strategy planning and execution. While they apply to the entire system of strategy management.
Typical Timeline

Performance
Based on our experience of comparable projects, we estimate the project duration will be about four to six calendar months duration.

The timeline is indicative of phases and interdependencies of the project milestones.
Why KML?
We will support you to achieve your business strategic needs by leveraging our methodologies and experience to deliver the optimal results.

KML Profile ...

Why KML?

1. Successfully proven collaborative approach
   - We work with all of your leaders not just the Board, and have designed an approach to generate the common sense of purpose, strategies and goals
   - We make use of KML team, a tried and tested consultancy in collaborative approaches to complex organizational issues. They have worked in strategy planning globally, including in the GCC
   - We will work closely with your dedicated strategic planning team members to transfer our skills and knowledge when possible

2. Charismatic, engaging and experienced strategy team
   - Our strategy team led over a hundred collaborative projects such as this one, and is a true specialist in strategic planning
   - As a firm, we have carried out large numbers of market studies for private and public organizations in the GCC, and have unique market insight
   - We strongly invite you to pick our local or regional references on how effective we are in creating alignment, agreement and commonality in organizations in transition

Why KML?

- By bringing together our competencies in strategy and performance improvement, we help our clients drive sustainable, responsible performance improvement.

- Underpinning our capabilities are our strengths and skills in day-to-day operations, management and decision-making, concentrated in the four supporting competencies of people and organizational change, IT advisory, Strategic direction and program management.

- We help our clients to run a diagnostic assessment on current strategy development and execution practice in order to enhance the related processes, identify areas for improvements and develop a quick wins road map to ensure better strategy management practice.

- Our focus is on helping clients protect their business improve performance and enable sustainable business transformation. Our clients are constantly looking for the right balance between protecting the business and driving measurable value. The focus of our Advisory offerings helps us to span all aspects of this, across the key business functions and competencies needed to operate successfully.
KML
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Credentials & Thought Leadership
Performance
Our team members supported the following entities in the past 10 years:

**Main Corporations**
- Abu Dhabi Government
- Ajman Gov.
- Main Corporations

**Abu Dhabi Government**
- Department of Land and Properties
- Department of Finance

**Ajman Gov.**
- Ministry of Planning and Development
- Municipality & Planning Department
- Ajman Police

**DUBAI CHAMBER**
- Roads & Transport Authority
- ADNOC

**DTP ICT**
- International Capital Trading
- Stars for Special Abilities & Early Intervention
- Developing Abilities Enhancing Life Experience

www.KPIMegaLibrary.com
Our Team Strategy & Performance Credentials in KSA & Int’l

Our team members supported the following entities in the past 15 years

International & MENA

KSA Government entities

[Logos and icons of various entities associated with the KSA and international organizations]
KML Thought Leadership

World Most Comprehensive KPI List

17,000 KPIs
1st Published Book

36,000 KPIs
2nd Published Book

36,000 KPIs
3rd Published Book

36,000 KPIs
Phone Application

8,000 KPIs
FREE Website KPIMegLibrary.com
130,000+ Users

www.KPIMegLibrary.com
“To be the preferred trusted advisors for performance and KPI management in MENA region”