



Creating a Corporate Performance Management Road Map

Corporate Performance Management (CPM) is the seamless integration of strategic planning with budgeting, key performance indicators and management reporting to drive improved operating results. It aligns strategy at all levels of business activity from planning to execution. But how does a complex corporation *implement* performance management? What is involved? What are the costs and benefits? Where is the starting line?

Using our unique CPM Scan™ tools and methodology, The Buttonwood Group will help you answer these questions by identifying your organization's current position on the road to successful performance management and by charting a course, based on best practices, for achievable, sustainable performance management.

Engagement Deliverables

At the end of a 3 week consulting engagement, our consultants will deliver a comprehensive performance management road map to your organization that will contain the following:

- Analysis of key business needs and summary of key findings
- Analysis of the clarity and "actionability" of the strategic plan; and recommendations for how to make the plan more executable.
- Assessment of current KPIs in use
- Overview of your current performance management processes and recommendations to enhance processes for more effective performance management.
- Proposed implementation phases with key milestones and associated benefits
- High-level analysis of proposed project noting investment costs and benefits that would be realized.
- Risk assessment that outlines potential problem areas and ways to mitigate risk
- Description of skill sets required from project team to maximize success

These deliverables will be achieved through the following consulting activities:

- Reviewing the current strategic and operation plan and comparing it with best practices found in high-performing organizations
- Exploring existing management processes and the challenges they present
- Investigating current systems and their suitability for enabling effective performance management
- Interviewing key users to define performance management solution requirements
- Developing recommendations and identifying key benefits
- Customizing and delivering a Corporate Performance Management best practices class for the project sponsor and senior management
- Preparing a customized performance management road map document and presentation for the organization

10 Questions that Reveal Whether You Should Change Your Course

How can you determine whether this consulting engagement will result in value to your organization? Ask yourself the following true/false questions. (This needs to be made more general)

1. Our managers understand our strategy well enough to explain it to their staff (and actually do).
2. Our employees are measured on, and are rewarded for how they contribute to strategic goals.
3. We identify what resources are required to achieve our strategic goals, and these resources are identified in our budgets.
4. We have identified and documented strategic KPIs, those that will ultimately determine our success.
5. Senior management has built consensus on these strategic KPIs.
6. Most people feel confident that our strategy will move our KPIs in the right direction.
7. Progress on the execution of our strategy is reported on every month.
8. We have clear, immediate visibility into all elements of our cost structure.
9. We have clear, immediate visibility into all elements of our pricing and revenue structure.
10. Our systems help us see not only whether projects have been implemented, but also help us determine whether they are the right projects.

If you answered "false" to any of these questions, there are gaps between your plan (where you want to be) and your execution (where you are). It may be time to change your course.

Corporate performance management requires a combination of vision, people, processes, technology systems, and communication. Or consultants can help you understand how far along you are on the road to effective performance management relative to each of these components, and design a plan to help you navigate the challenges that arise as you strive to improve your Corporate performance management capabilities.

About the Consultants

The Buttonwood Group has been recognized by CFO Magazine, Business Finance, The Harvard Management Update, The Journal of Accountancy and others as a leading provider in designing and implementing planning solutions. They have extensive knowledge and expertise in process and workflow best practices; and have helped leading companies transform their planning processes to drive value. Buttonwood has delivered winning solutions for companies in Financial Services, Retail, Consumer Goods, Manufacturing, Pharmaceutical and Media & Entertainment industries; as well as for public sector organizations.

To Learn More

For more information about our business consulting services, contact info@ButtonwoodLLP.com