

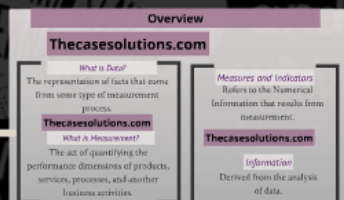
Quietly Brilliant: Transformational Change at HTC

Measuring the Return on Quality
Balancing the quality cost against expected revenue gains

- Quality is an investment.
- Quality efforts must be made financially accountable.
- It is possible to spend too much quality.
- Not all quality expenditures are equally valid.

Managing Information and Knowledge Assets

Simply collecting data is not enough. Companies must ensure that data are reliable and accurate, that the hardware and software systems that process the data are reliable, and that data and information are available to all who need them. In a timely fashion and secure from those that should not have access to them.



The Strategic Value of Information
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1. To lead the entire organization in a particular organization.
2. To manage resources
3. To operate the process that make the organization work and continuously improve.

The Scope of Performance Management
The Balanced Scorecard

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- Financial Perspective
- Customer Perspective
- Internal Perspective
- Learning and Growth Perspective

Designing the Effective Performance Measurement System
Practical Guidelines for Designing a Performance Measurement System

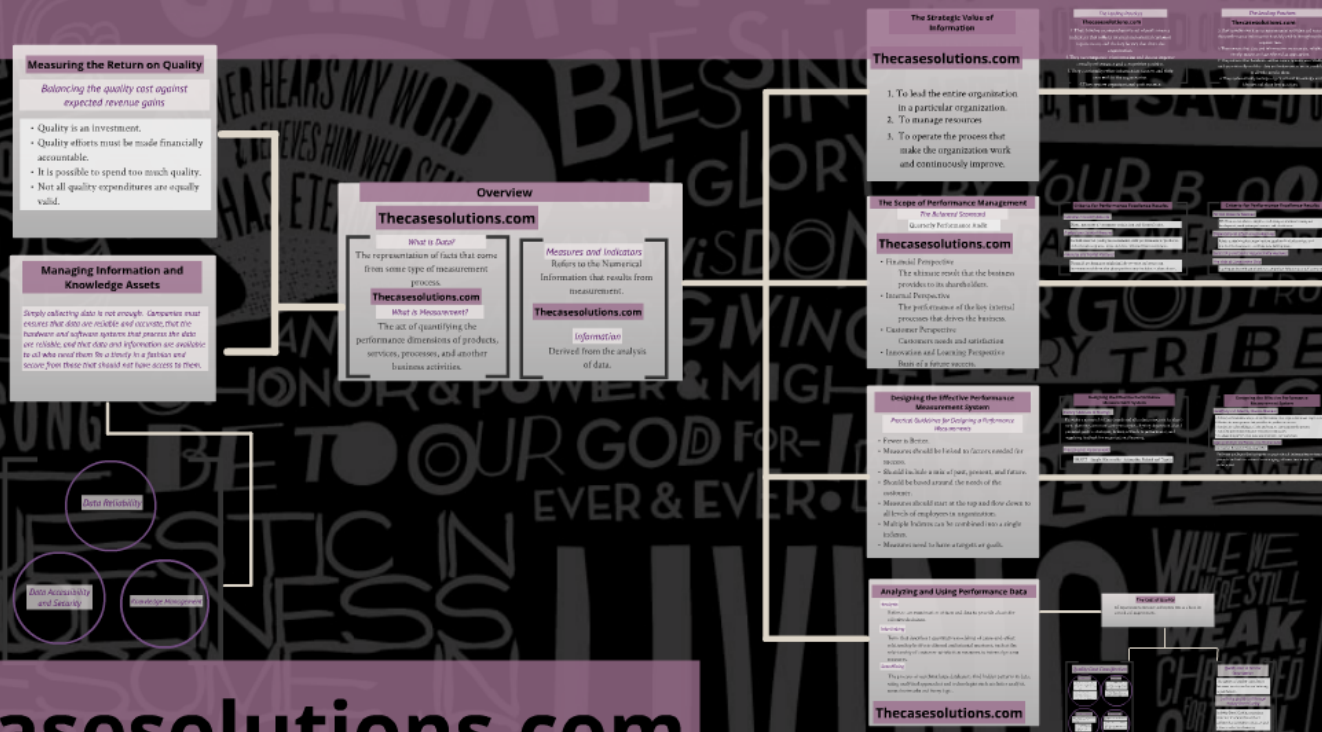
- Focus is clear
- Measures should be related to factors outside the business
- Should include a mix of past, present, and future
- Should be based around the needs of the customer
- Measures should start at the top and flow down to all levels of employees in organization
- Multiple business can be combined into a single system
- Measures need to have targets or goals

Analyzing and Using Performance Data
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Change at HTC



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What is Data?

The representation of facts that come from some type of measurement process.

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What is Measurement?

The act of quantifying the performance dimensions of products, services, processes, and another business activities.

Measures and Indicators

Refers to the Numerical
Information that results from
measurement.

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Information

Derived from the analysis
of data.

The Strategic Value of Information

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1. To lead the entire organization in a particular organization.
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The Leading Practices

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- 1.They develop a comprehensive set of performance indicators that reflects internal and external customer requirements and the key factors that drive the organization.
- 2.They use comparative information and data to improve overall performance and competitive position.
- 3.They continually refine information sources and their uses within the organization.
- 4.They review organizational performance.

The Leading Practices

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- 5.They involve everyone in measurement activities and ensure that performance information is widely visible throughout the organization.
- 6.They ensure that data and information are accurate, reliable, timely, secure, and confidential as appropriate.
- 7.They ensure that hardware and software systems are reliable and user-friendly and that data and information are accessible to all who need it them.
- 8.They systematically manage organizational knowledge and identify and share best practices.

The Scope of Performance Management

The Balanced Scorecard

Quarterly Performance Audit

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- Financial Perspective

The ultimate result that the business provides to its shareholders.

- Internal Perspective

The performance of the key internal processes that drives the business.

- Customer Perspective

Customers needs and satisfaction

- Innovation and Learning Perspective

Basis of a future success.

Analyzing and Using Performance Data

Analysis

Refers to an examination of facts and data to provide a basis for effective decisions.

Interlinking

Term that describes the quantitative modeling of cause-and-effect relationship between external and internal measures, such as the relationship of customer satisfaction measures to internal process measures.

Data Mining

The process of searching large database to find hidden patterns in data, using analytical approaches and technologies such as cluster analysis, neural networks and fuzzy logic.

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