



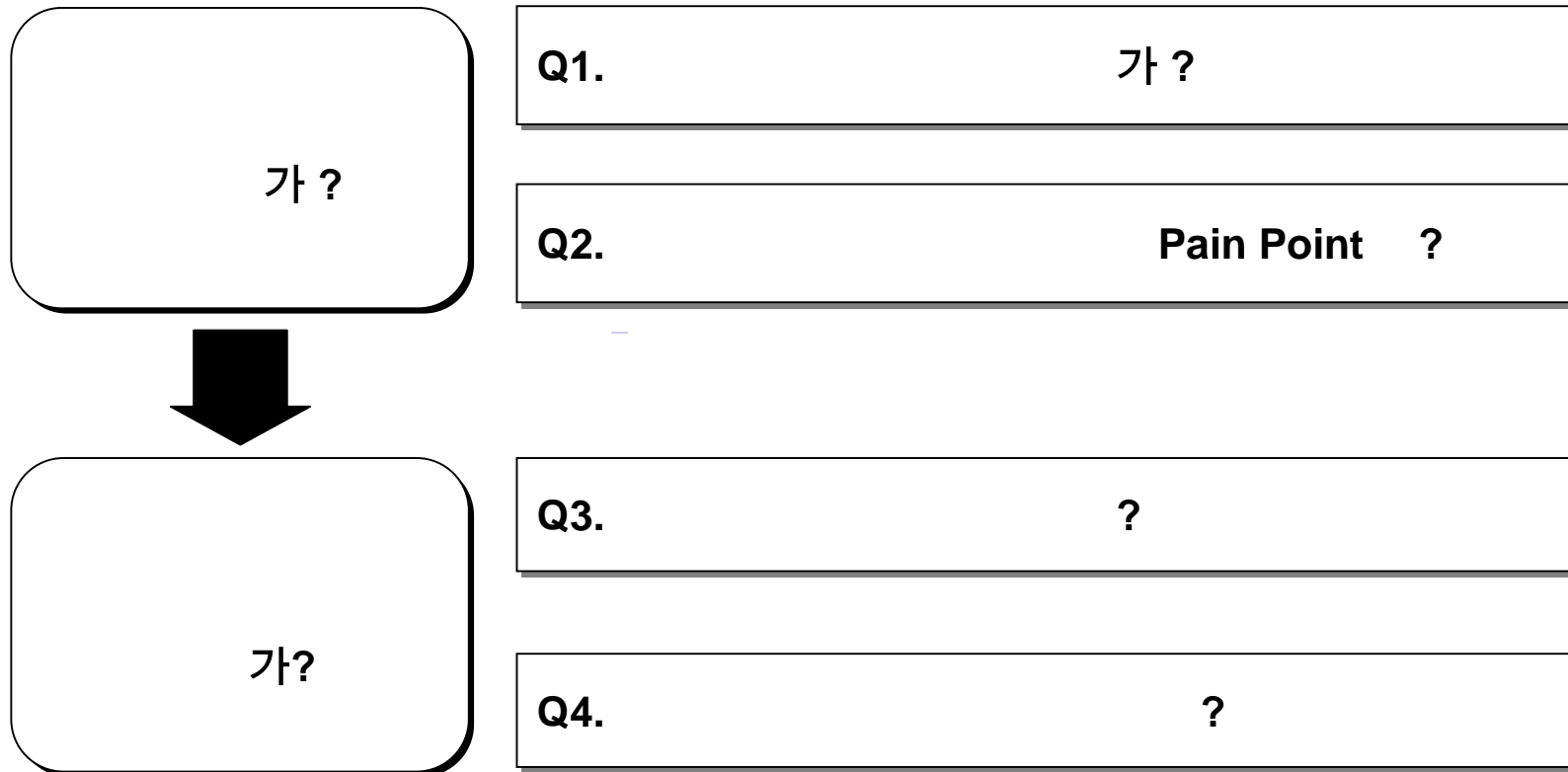
(Strategic Performance Management)

December, 2004



KPI Process

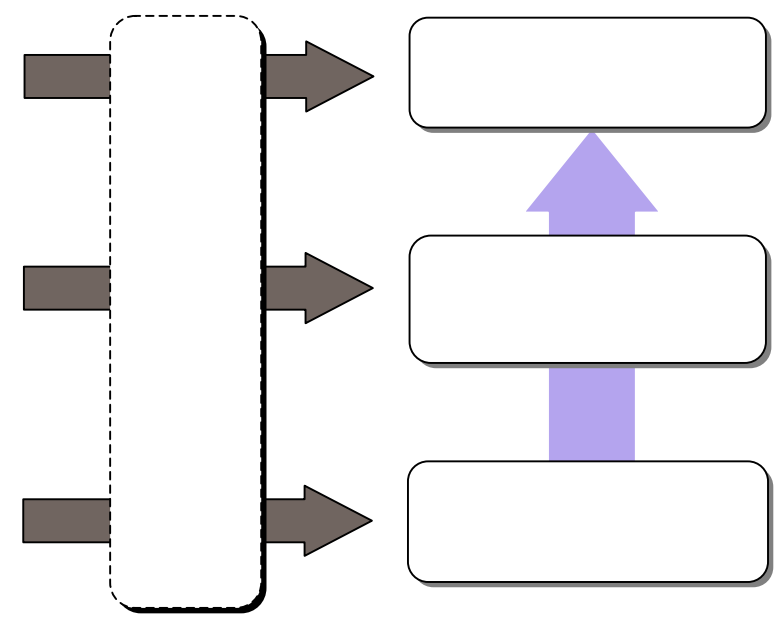
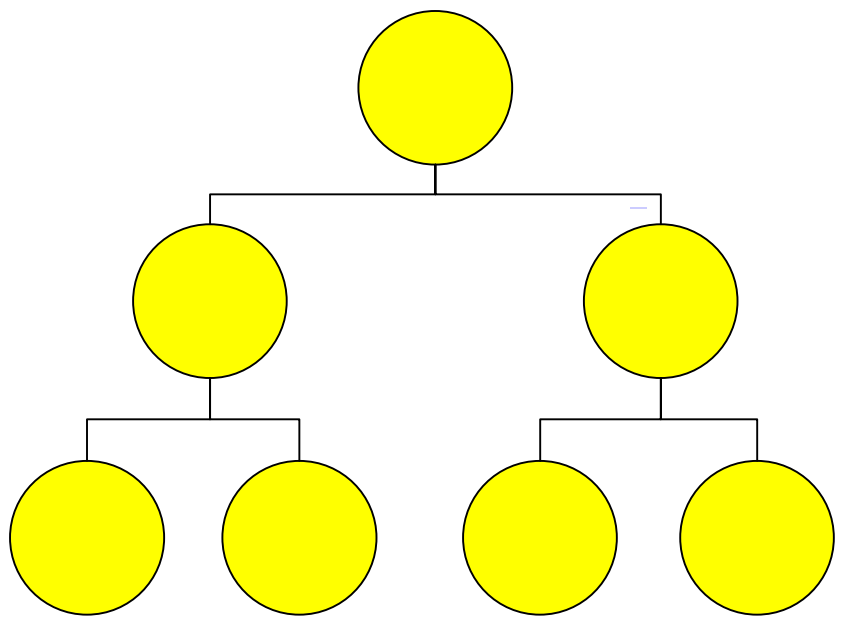
Topics



Q1.

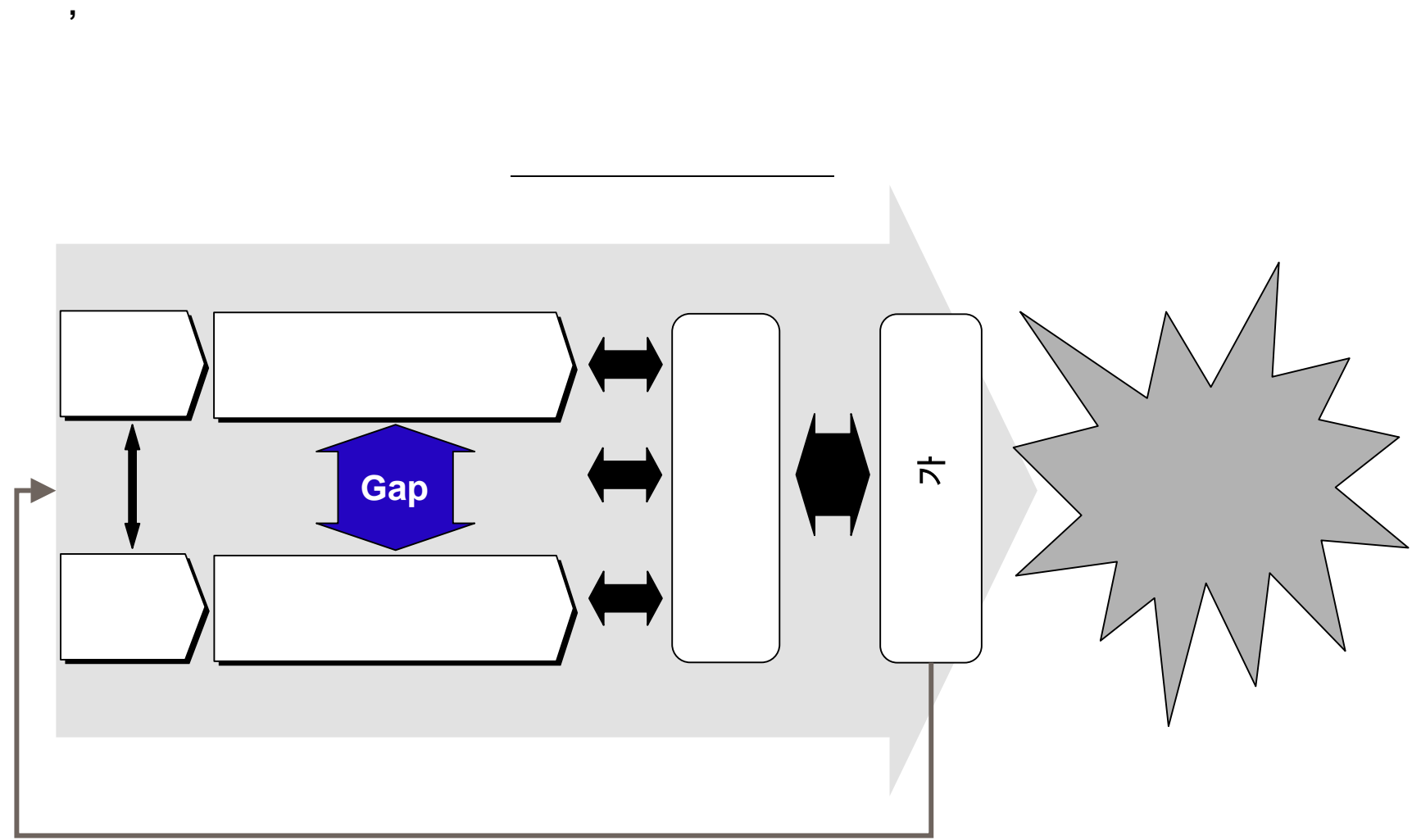
가 ?

/ , ' , ,



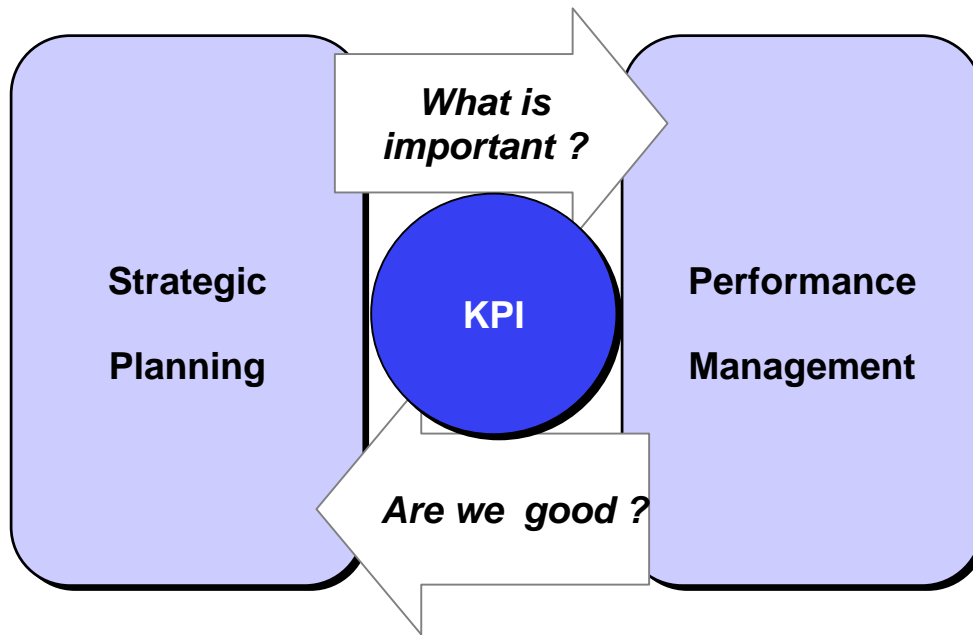
Q1.

가 ?



Q1. 가 ?

, , KPI Focus Performance



- “Are we good at what is important?”(가 가?) Tool
- , Important(가) KPI Performance(Are we good?) 가

* KPI : Key Performance Indicator

Q2.

Pain Point ?

The typical symptoms

- ()
• (Expectation)

No Strategic Commitment

- 가 가
- 가
- 가

No Operational Commitment

- 가
- 가

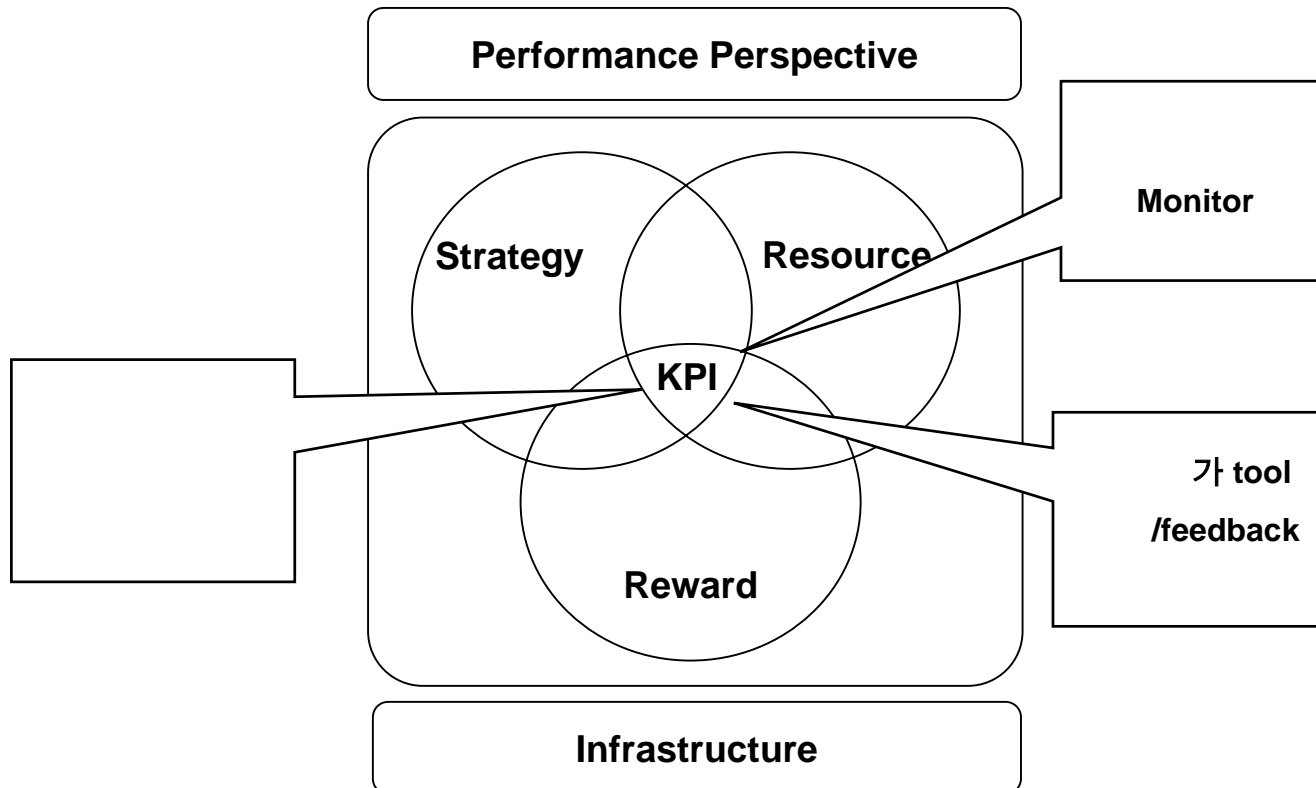
No Organizational Commitment

Q3.

?

KPI , , 가
 , Performance Perspective Infrastructure가

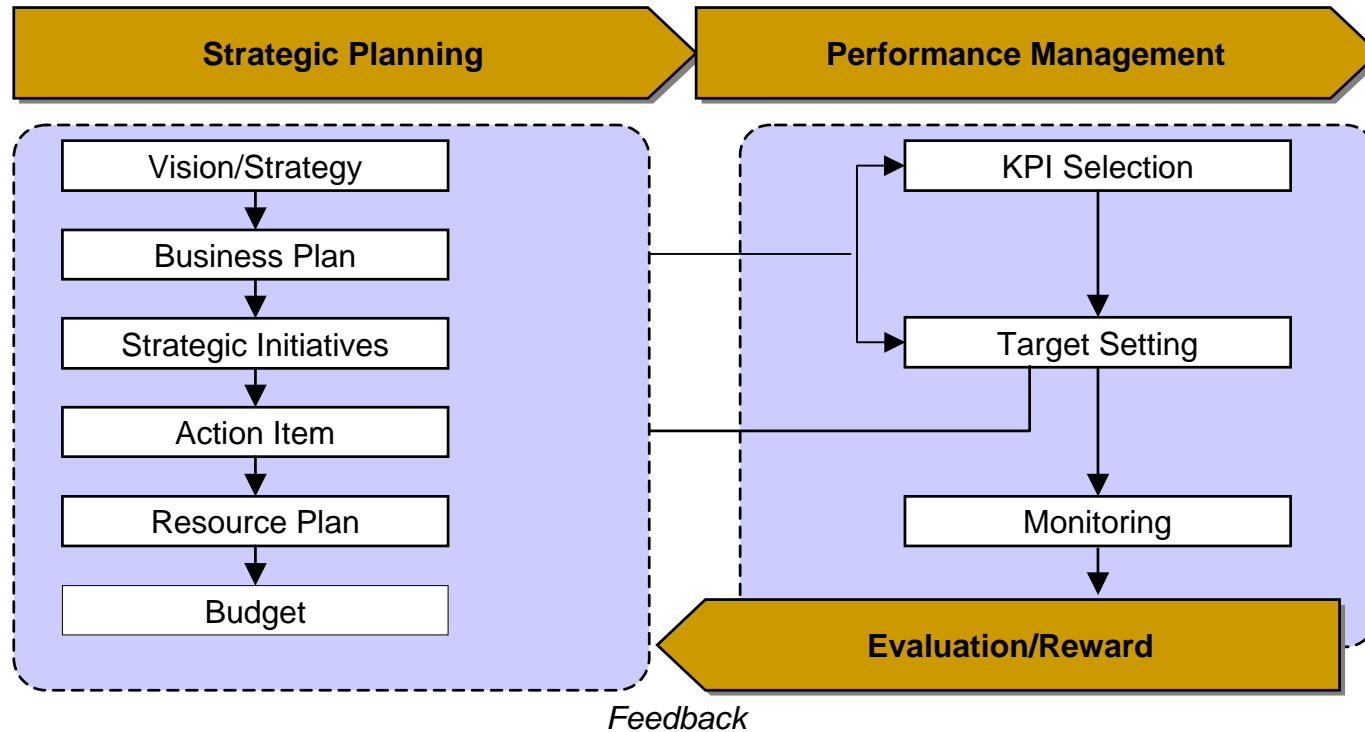
To-Be Model



Q3.

?

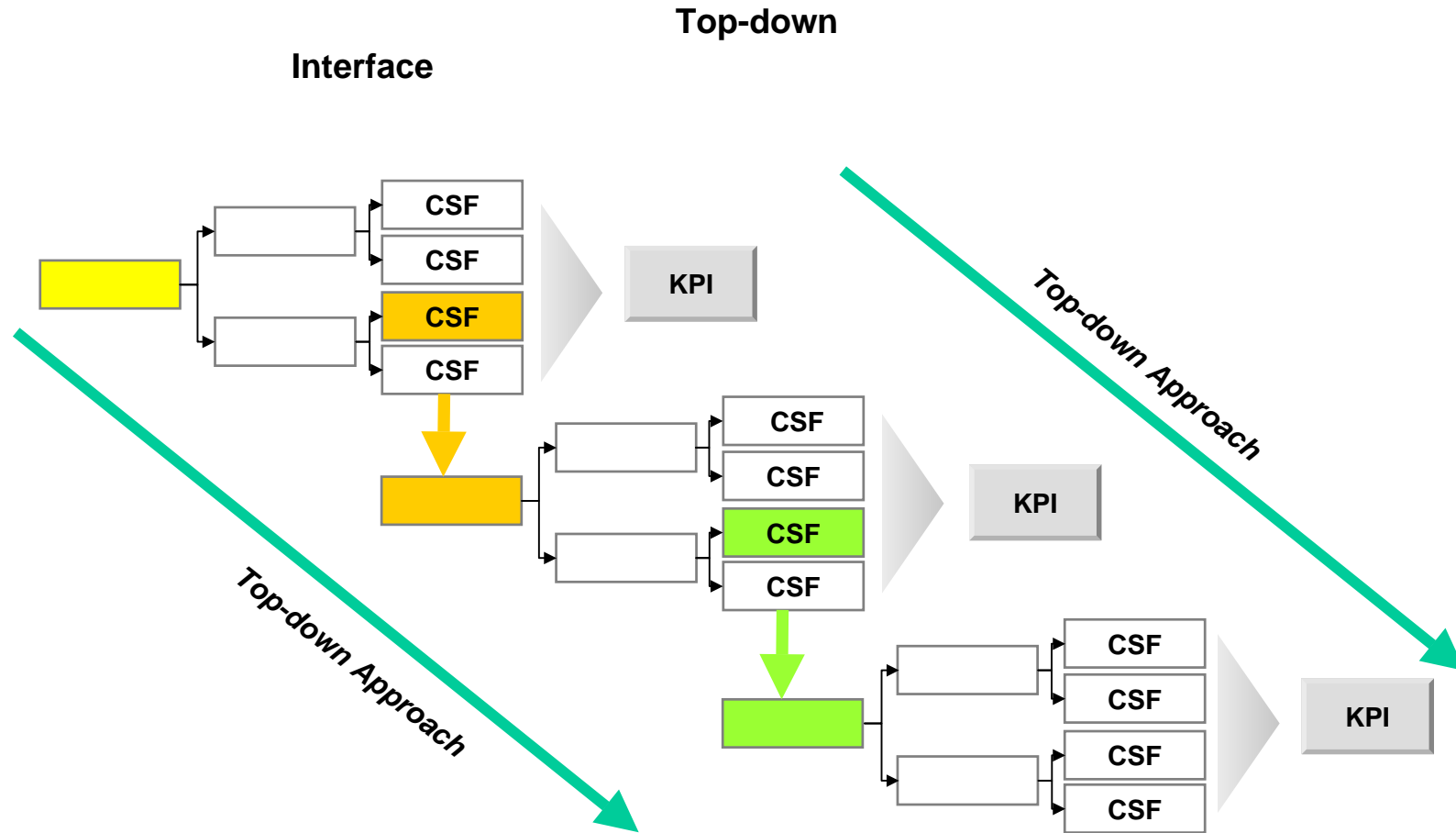
가



Q3.

?

KPI

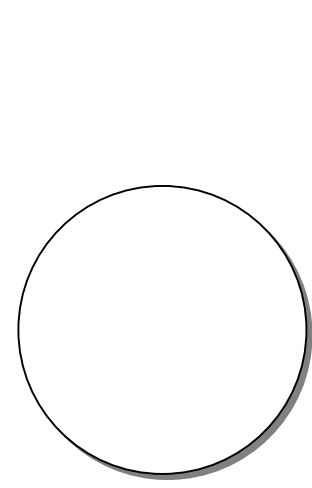


* CSF : Critical Success Factor

Q3.

?

, **Communication** ,
가



- **Communication**
-
-
- 가
- 가
- 가
- 가
-
-
-

Input

Information

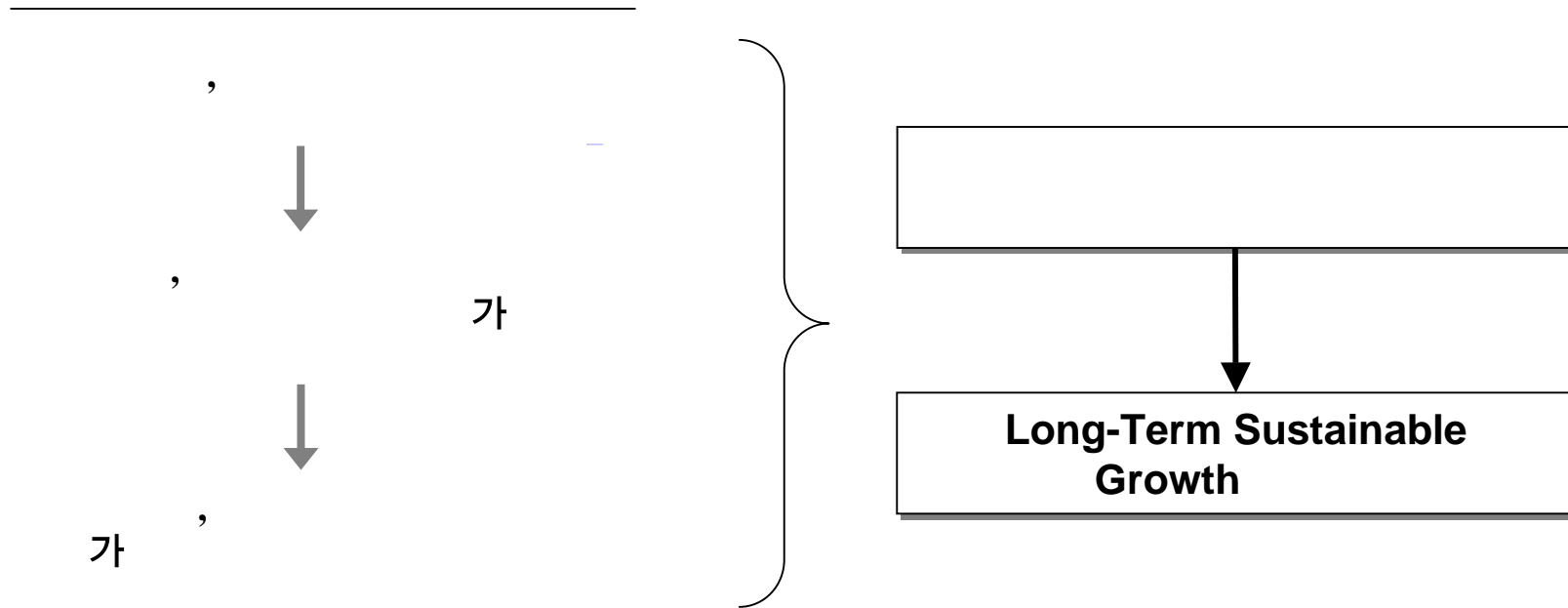
Q4.

? – BSC

Balanced

Scorecard가

BSC



Q4.

? – BSC

BSC 1992 Harvard Robert Kaplan David Norton ,
10

BSC Key Concept

BSC

Balanced Scorecard is a carefully selected balanced set of measures derived from the vision and strategies that represent a tool for leaders to use in communicating strategies to the organization and motivating change.

(By David P. Norton & Robert S. Kaplan)

BSC 3가 Key Word

- **Balanced set of Measures**
(Financial, Customer, Internal Process, Learning & Growth)
- **Strategy-focused**
- Tool for **Communicating** Strategies

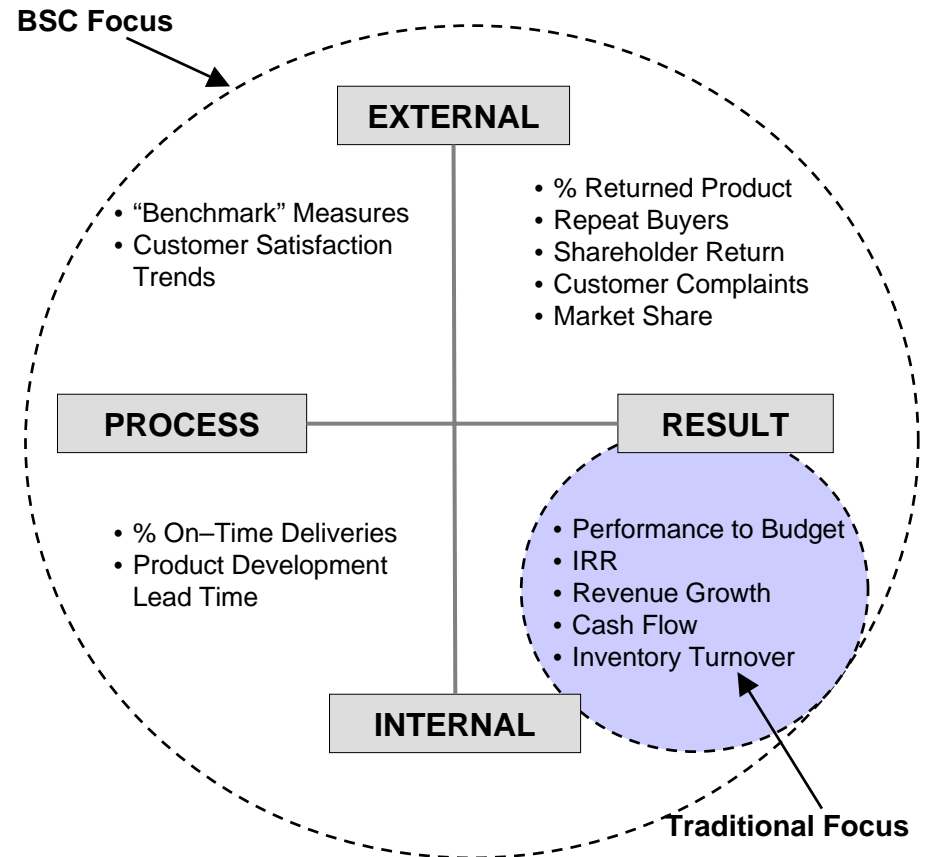
Q4.

? – BSC

BSC

가

Four empty arrow-shaped boxes pointing to the right, intended for notes or answers.



Q4.

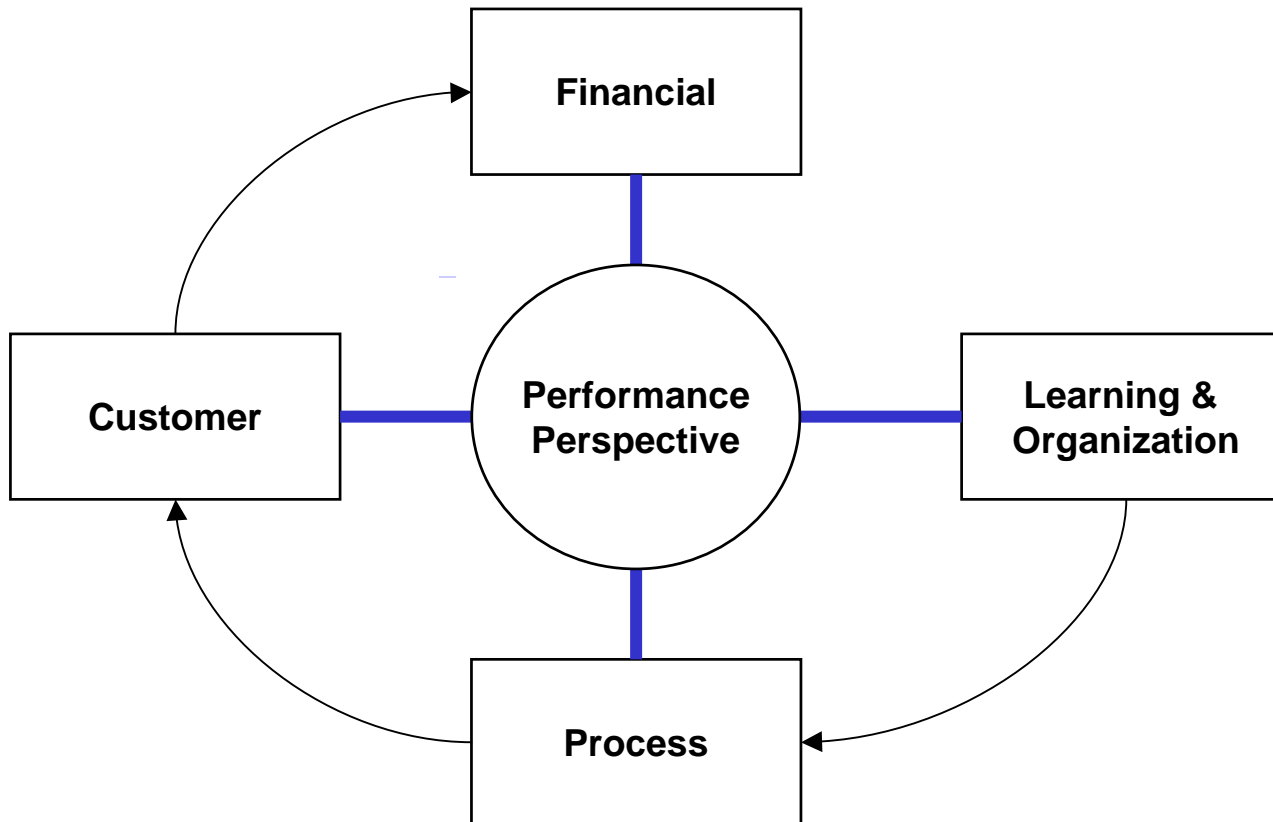
? – BSC

BSC

Performance Perspective

Balance

가



Q4.

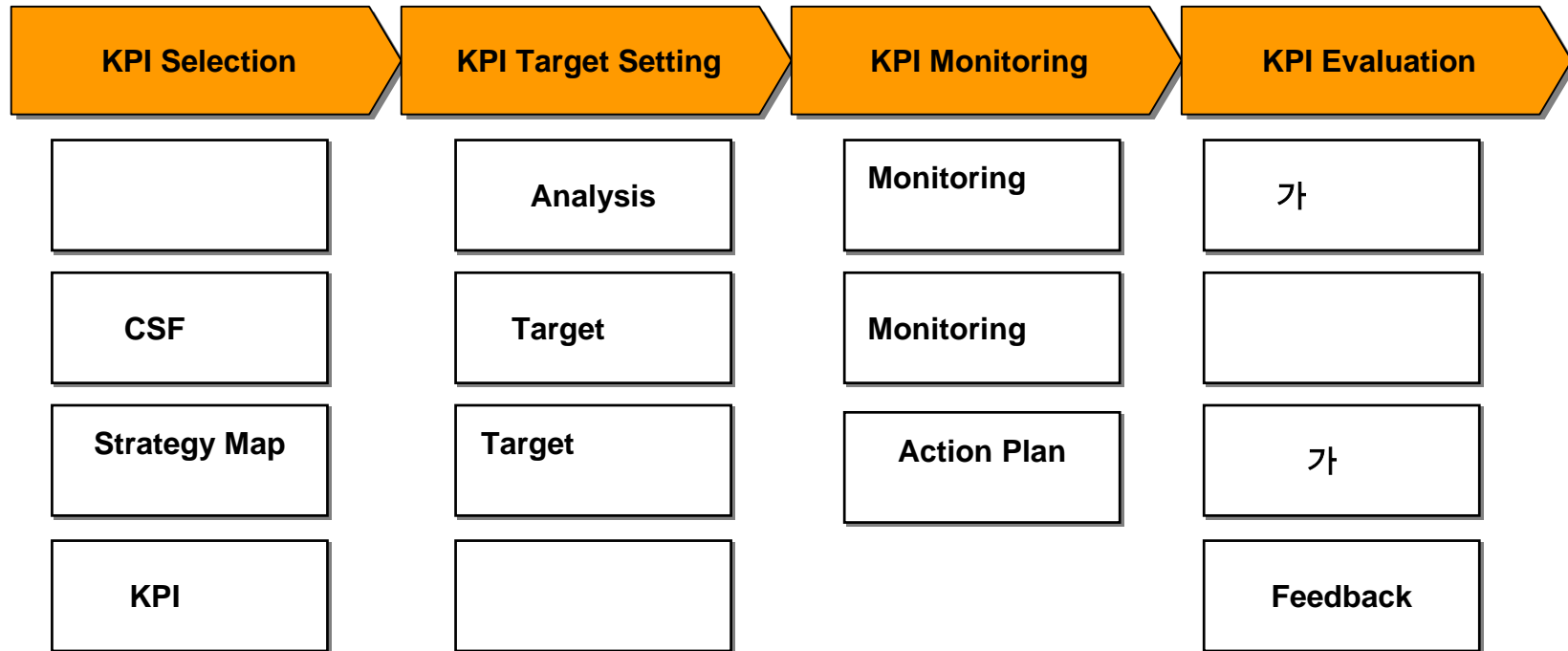
? – BSC

KPI Selection

Evaluation

Task

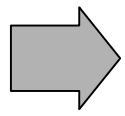
KPI process



가

가

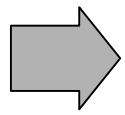
/ 가



가

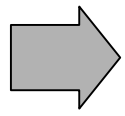
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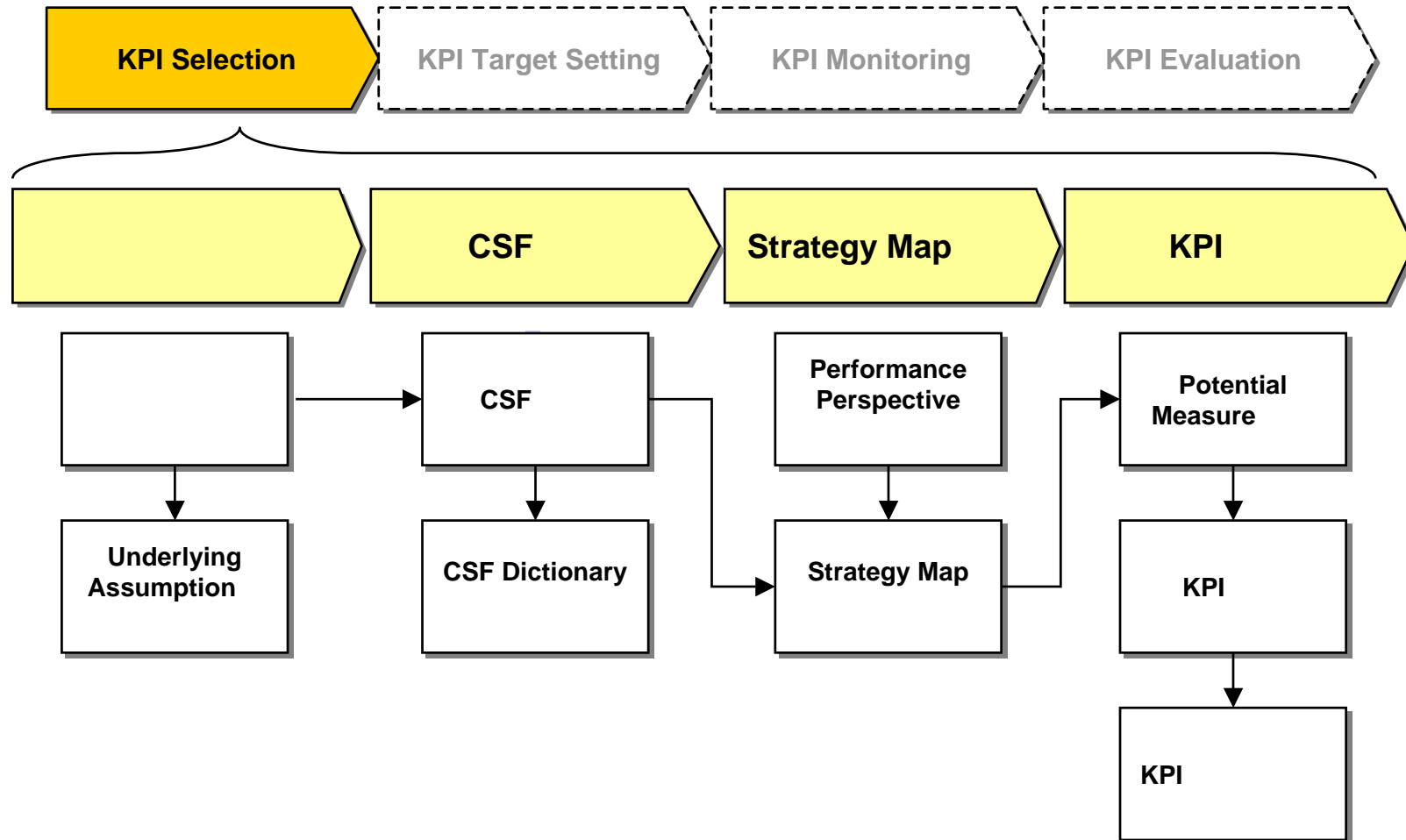


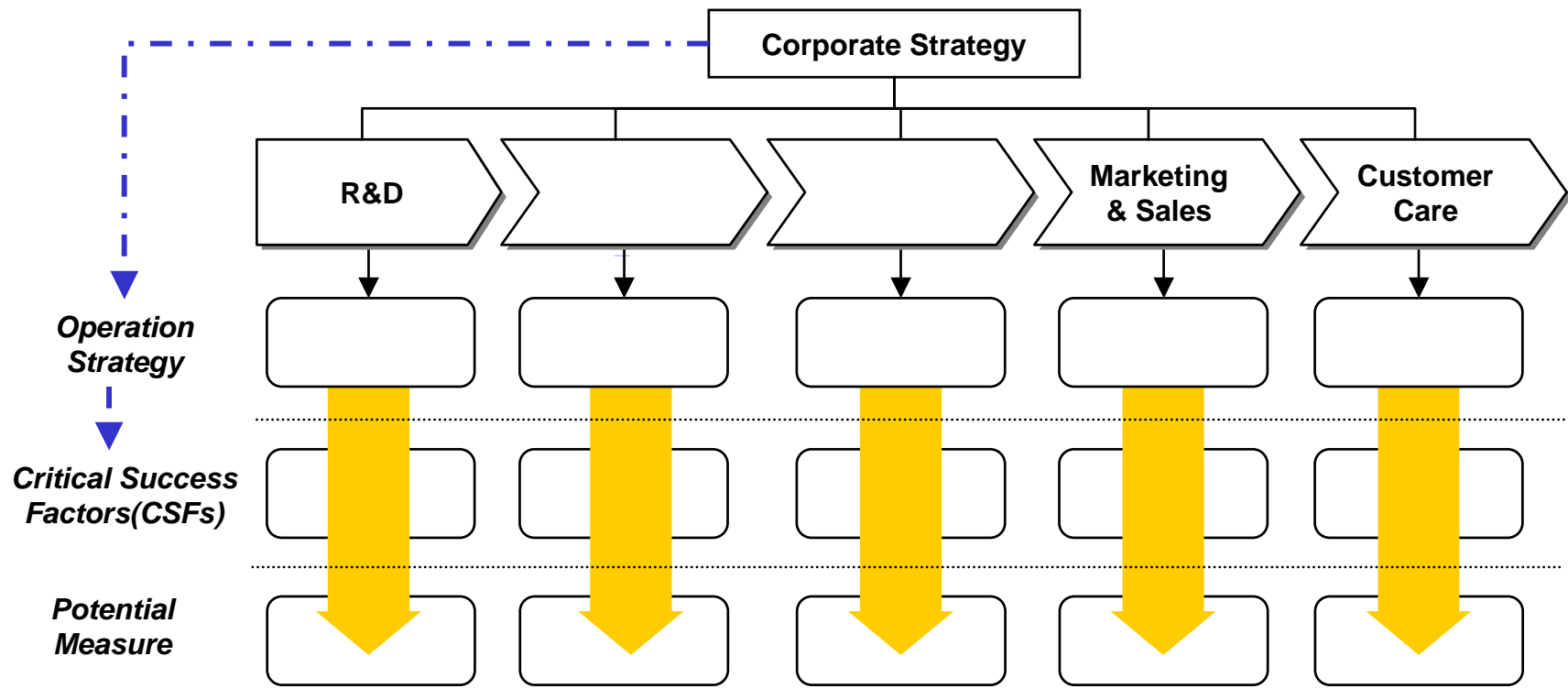
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KPI Process

KPI Selection Process(Work Steps)





Underlying Assumption

Underlying Assumption

KPI Process

Input

	Underlying Assumption	Key Value Driver	Business Case			
			Most Likely	Worst	Best	
1						
2						
:						

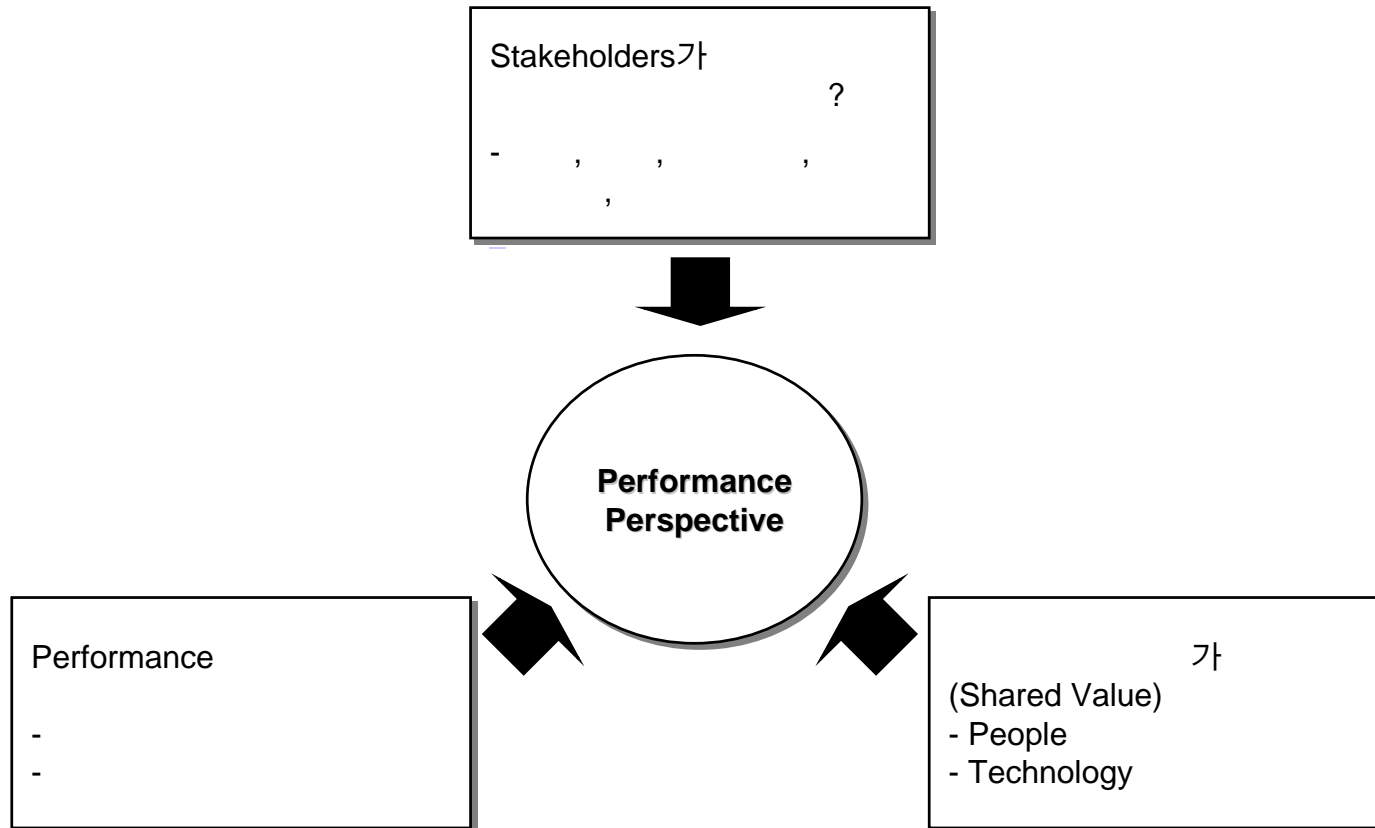
- Underlying Assumption : 가 (,)
- Key Value Driver : Valuation Model Input Variable
- Business Case : Key Value Driver
- : Key Value Driver

Strategy Map

Performance Perspective

Performance Perspective Shared Value

, Performance ,

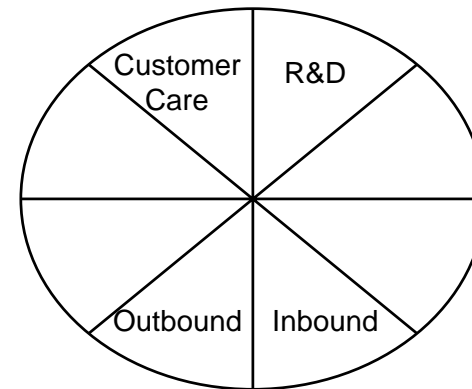
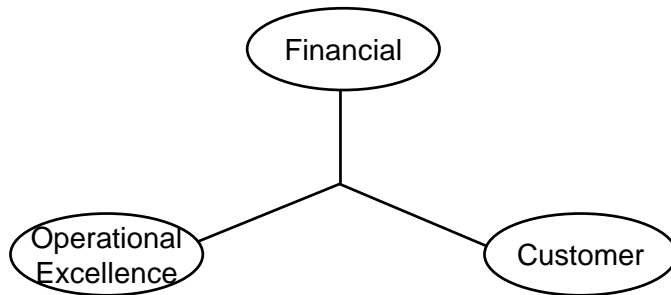
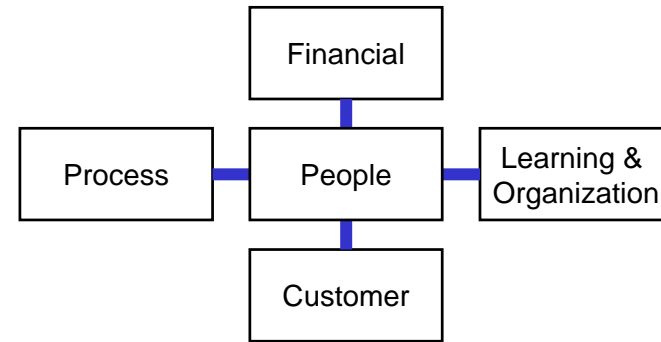
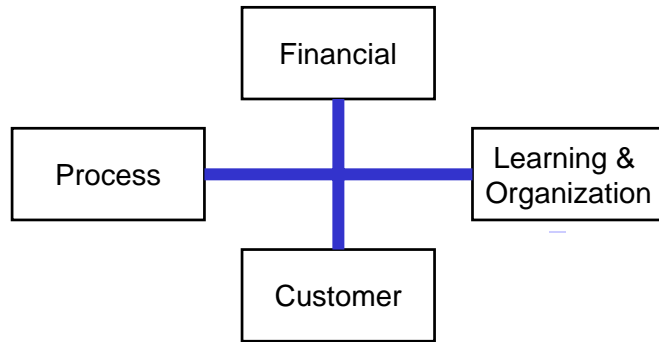


Strategy Map

Performance Perspective

Performance Perspectives Framework

Illustrative



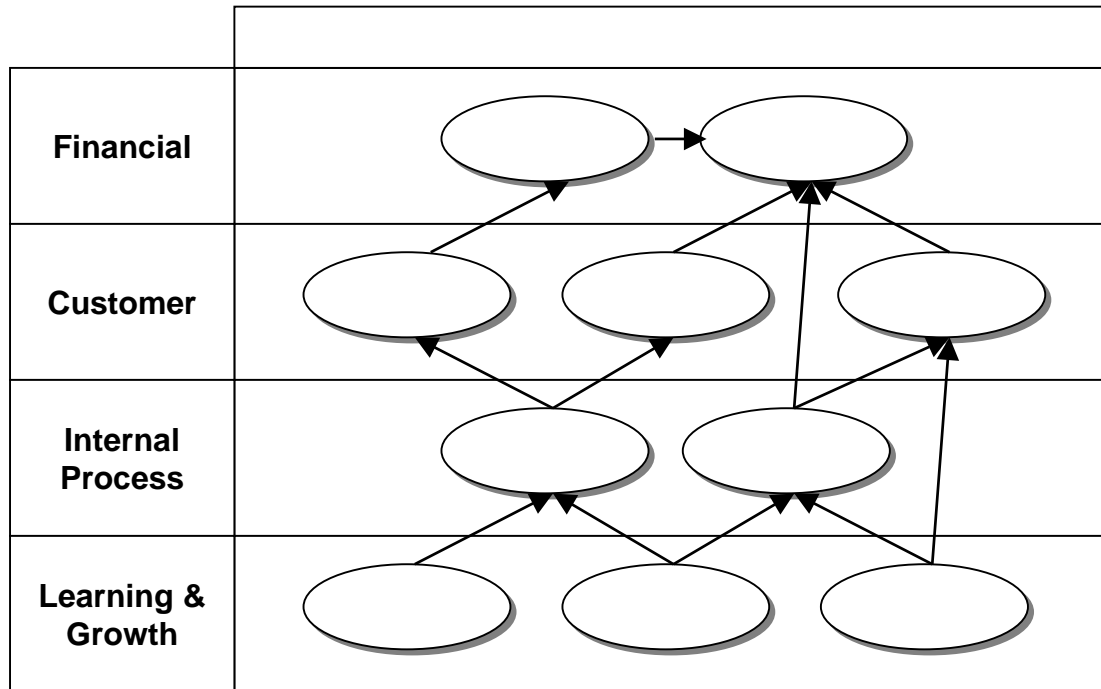
Strategy Map

Strategy Map

Strategy Map

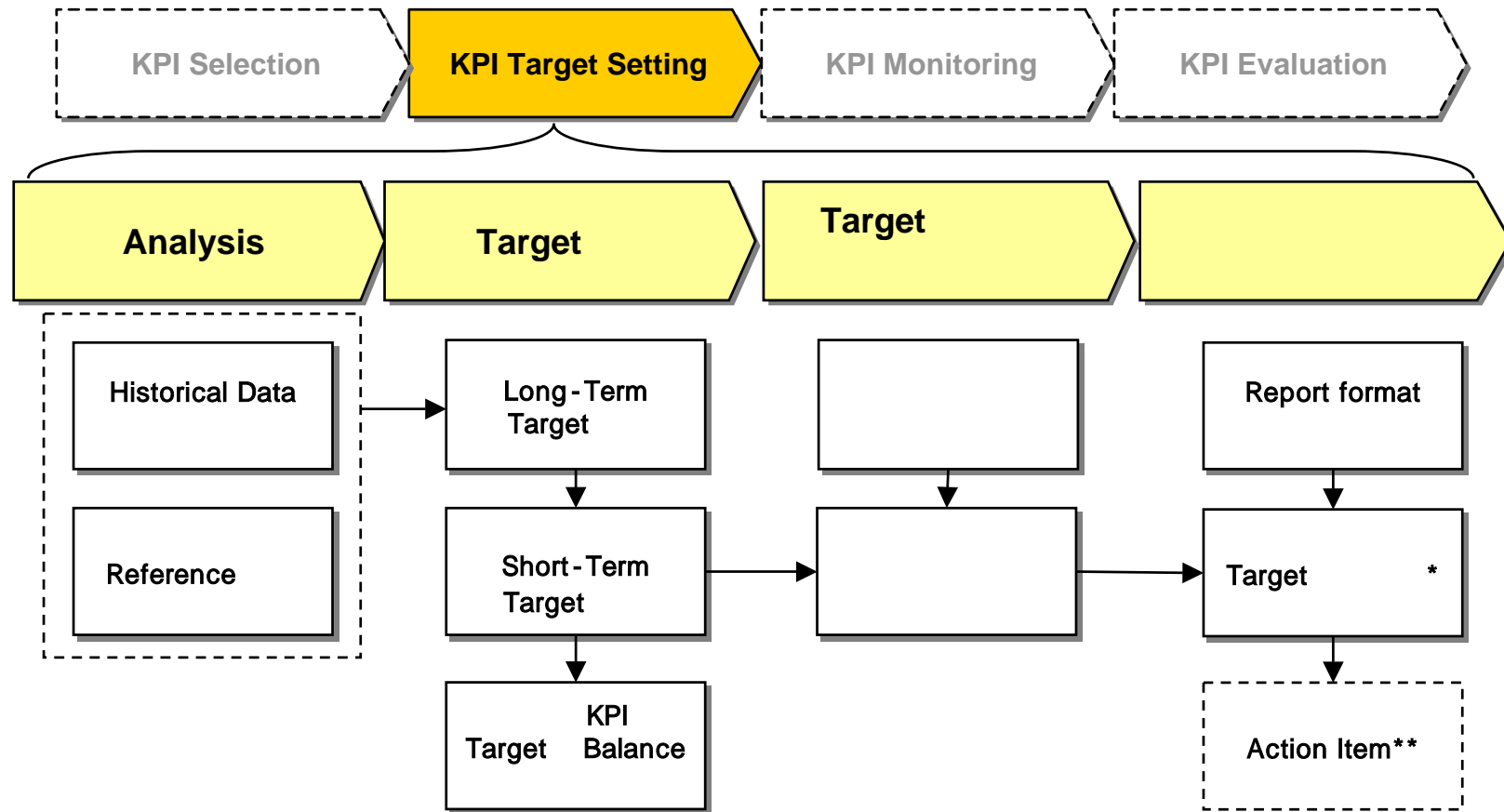
KPI set

CSF, CSF KPI Performance Performance Perspective



- _____:
- Performance Perspective CSF (CSF Mapping)
- CSF - Cause & Effect Relationship
- Perspective가 Performance CSF Mapping Check
- Strategy Map Confirm

KPI Target Setting Process



* Target

** Target

Monitoring

Action Item

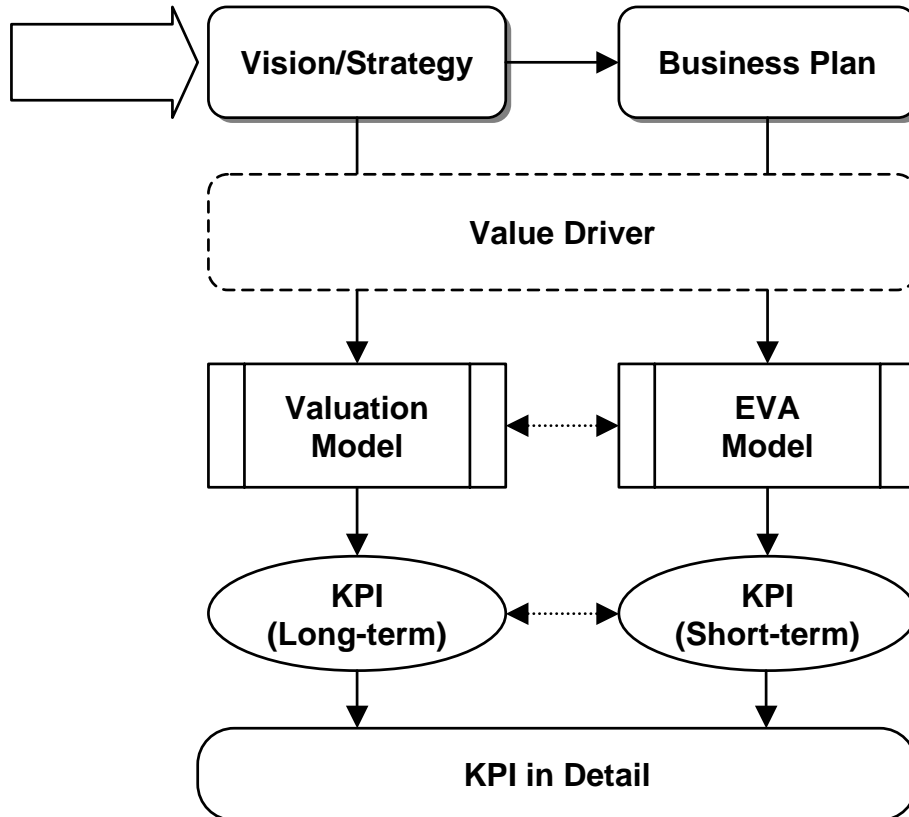
Input Data

Target

Long-Term KPI Short-Term KPI

Vision/ , Value Driver KPI 가

Vision/ / KPI



- (가) , Value Driver
- Valuation 가 (EVA Model 가)
- / KPI가
- , 가
- Driver KPI 가 Value

Target

가 (Underlying Assumption)

, Business Case

Information

	Value Driver	가 (Underlying Assumption)	Business Case			
			Most Likely	Worst	Best	
	Value Driver KPI Logically Align	가 가 KPI Target	<ul style="list-style-type: none"> Value Analysis KPI Situation , 가 KPI Target 가 , (가), KPI Target 			

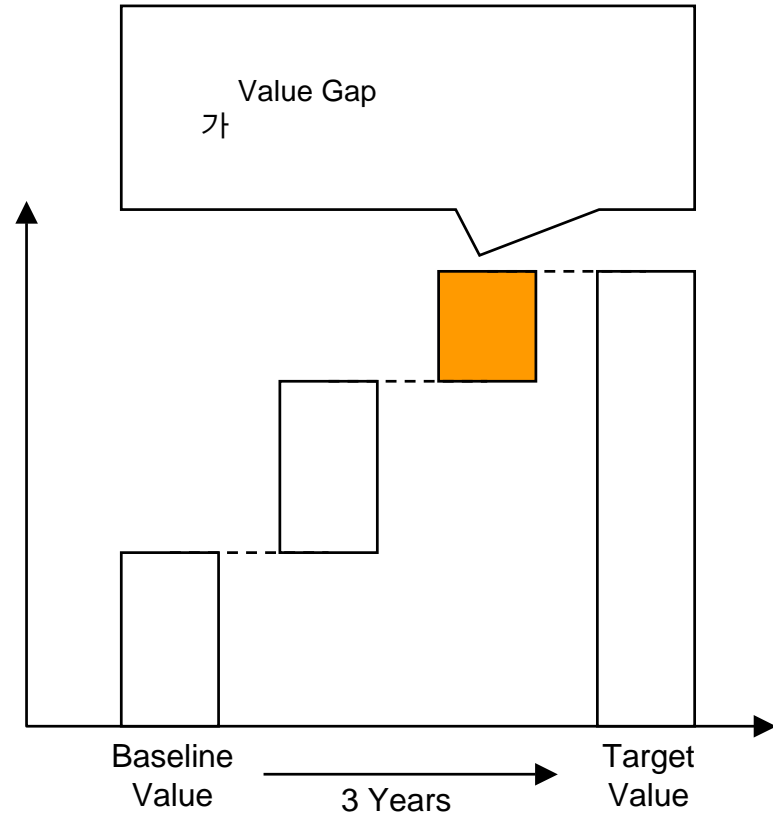
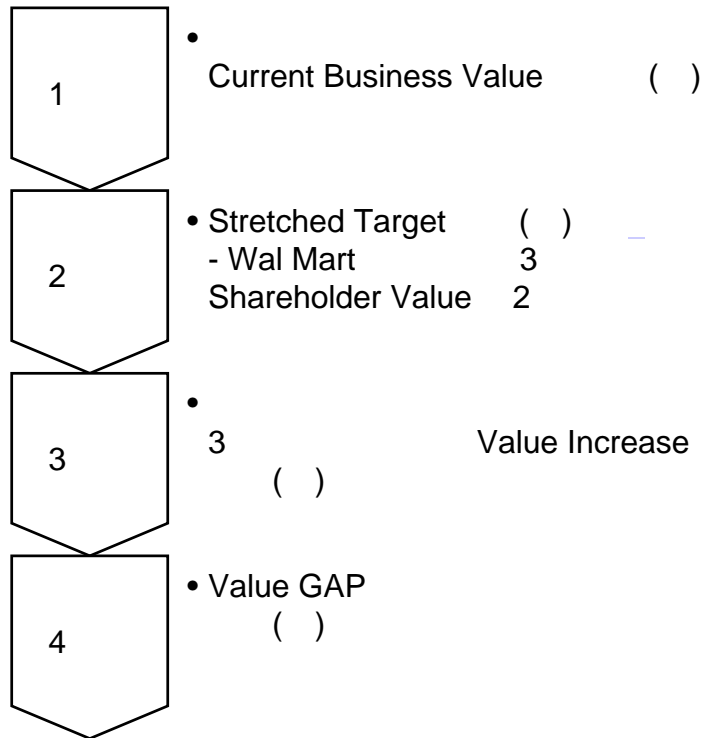
Target

Target Setting Stretched Target

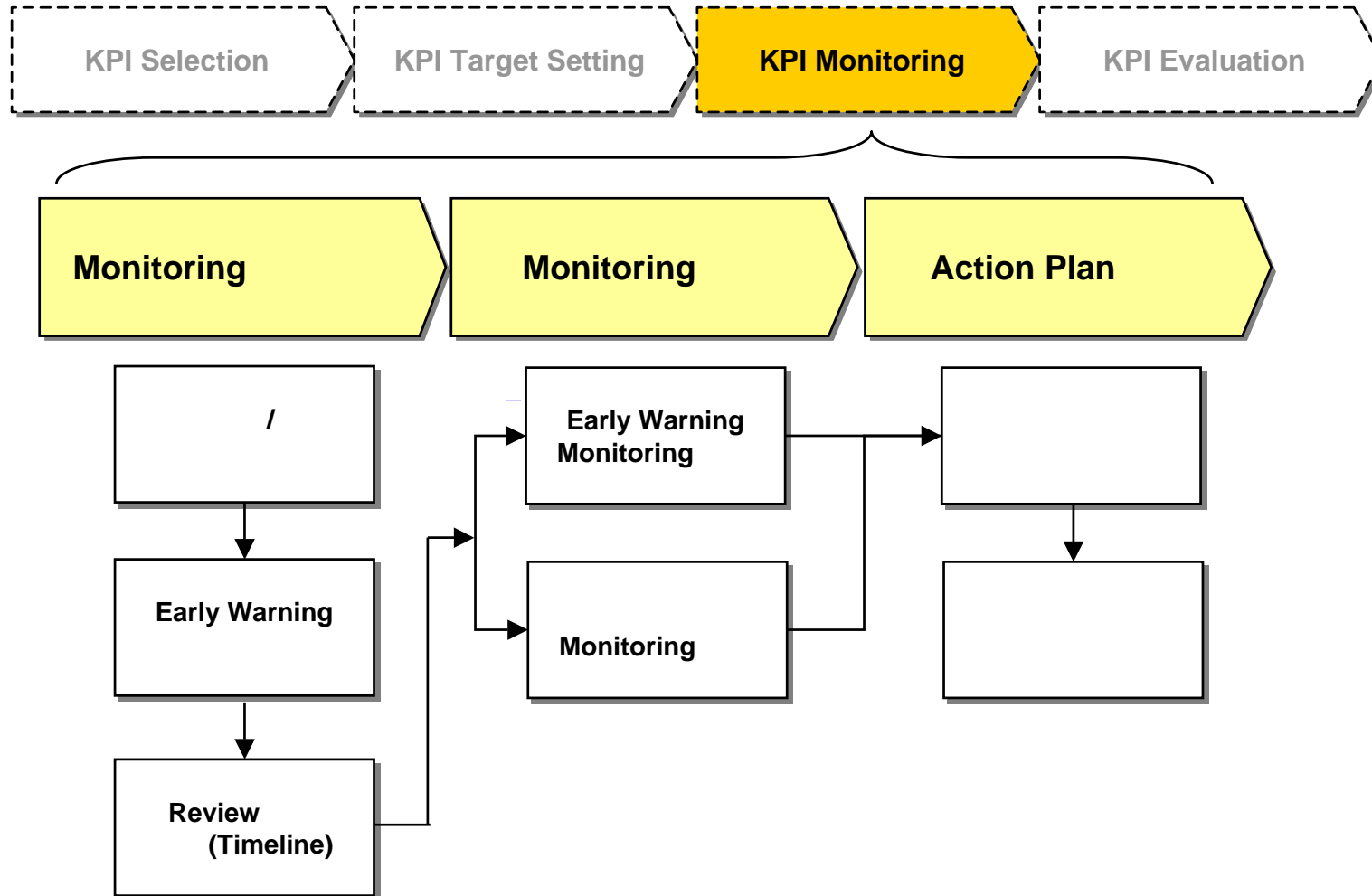
Historical Data, Best Practice, , Top Down

Cascading

Big Picture



KPI Monitoring Process



Early Warning Monitoring

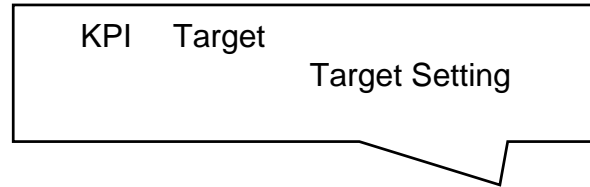
KPI Monitoring

Early Warning System

가

가

Risk



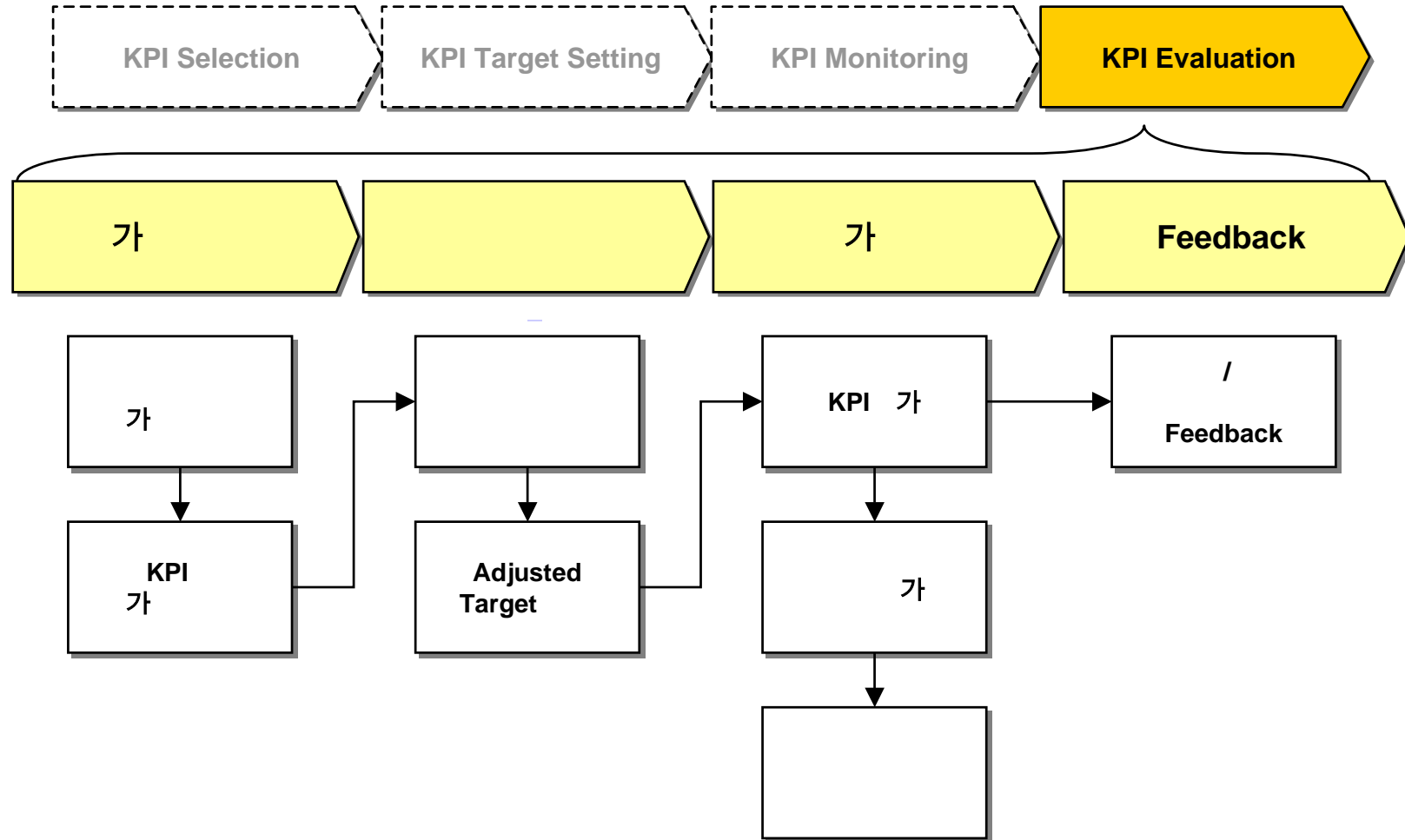
KPI	Jan		Feb		Mar			Year to Date		Risk Factor

Monitoring
Risk

Review

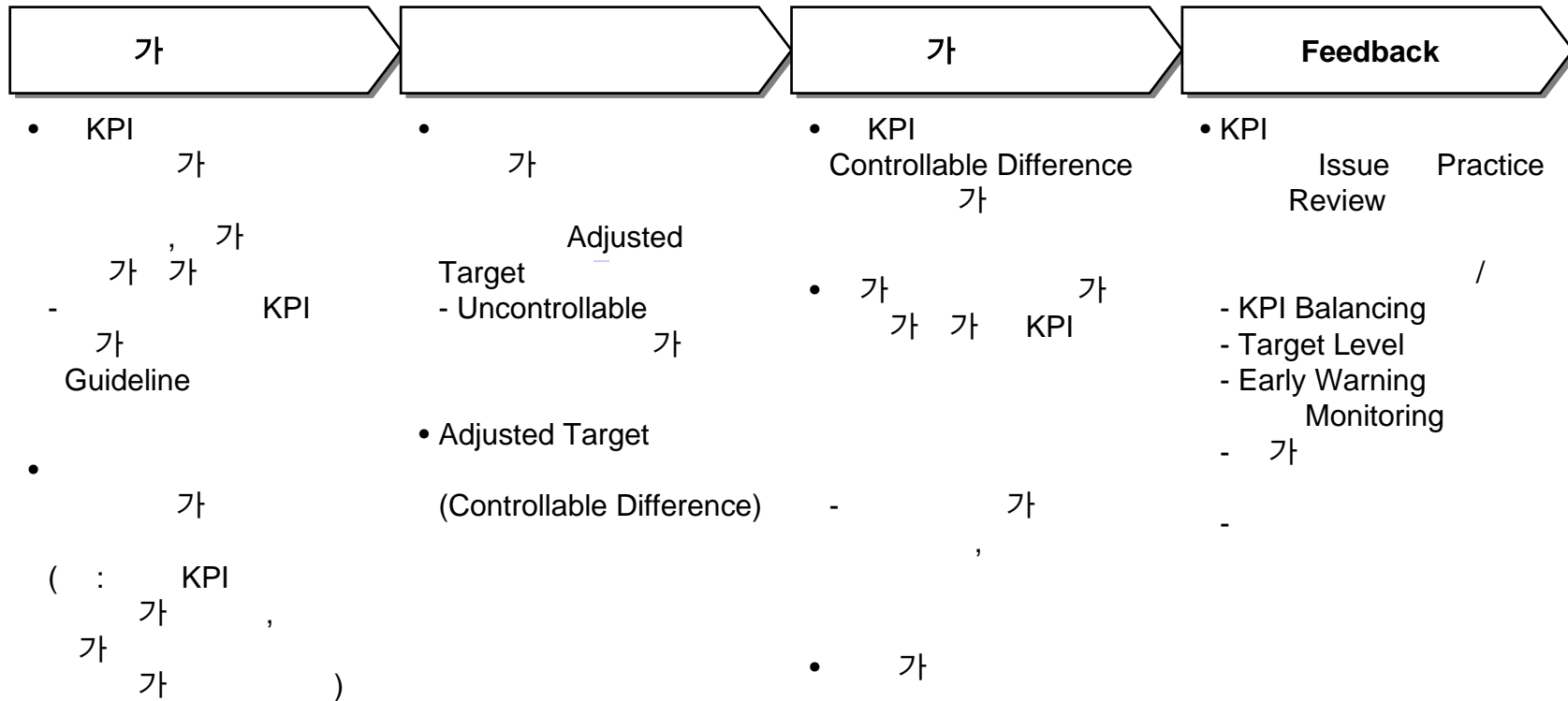
Risk Factor

KPI Evaluation Process



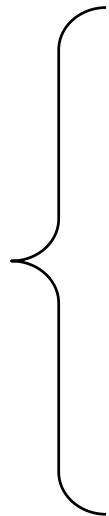
Evaluation Process

가

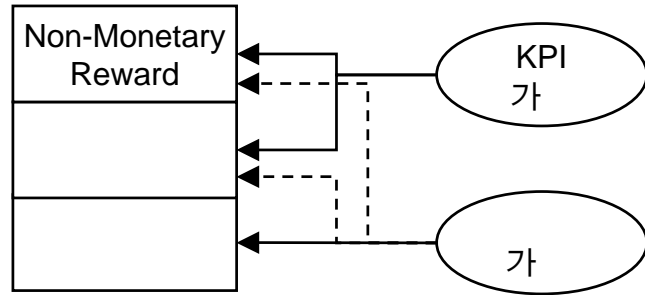


KPI가 Value Increase 가 ,

KPI 가 가가 가 , 가



가?
↓
?
↓



“ HR ”

- Fiscal year Value Increase KPI
- KPI 가 가 Value Increase
- (: Value Increase가 100 , Revenue Growth KPI가 Value 5 , 5%)
- KPI 가 가 / ,