

**Final Project: Performance Management Plan Development Project**

**DIRECTIONS:**

**Overview:**

Using the Balanced Scorecard Institute (BSI) framework, you can see that developing KPIs is a systematic process that begins with understanding the goal of the strategy of the firm. Thus, it is important to frame your plan using the strategy as your goal. The BSI framework is a subset of the final project deliverable and is KEY to your success.

**KPI Process Using BSI Framework (slightly modified by the follownt to meet the needs of this course:** <https://www.balancedscorecard.org/Resources/Performance-Measures-KPIs>**):**

Pre-KPI: Always begin by articulating your strategy properly.

KPI development steps:

* Describe the intended result(s)
* Understand alternative measures
* Select the right measurement(s) for each goal/objective
* Define composite indicators as needed
* Set targets and thresholds
* Define and document selected performance measures

Performance analysis steps:

* Propose an appropriate automation tool
* Show how you would collect and monitor performance
* Show how you would analyze and draw conclusions
* Provide an improve performance plan

**Writing Your PM Plan:**

If this is your first time to write this type of plan, I recommend that you think of it as a project and outline the process of building a plan for execution by your firm. Think of this as if you are developing the plan and then trying to gain management approval to use such plan in their business. So this type of paper is a like a business case analysis arguing the PM Plan acceptance. Thus, you will need to establish where your PM Plan is located and for what company. From there, you will analyze the company including its strategy, its competitors, its market, its products/services and its financials. You will then work the KPI process to establish your overall PM Plan resulting in a final scorecard. You will also have an implementation plan, reporting plan, and a plan for continual improvements/refinements. The overall process is detailed in the following Table of Contents which you must follow.

**Table of Contents – MUST USE THIS:**

1. Executive Summary (done last)
2. Overview of the Company’s Landscape
   1. Background of the company
   2. Overall current performance – Financially and Company=wide
   3. Company Strategies
      1. Product Strategies
      2. Service Strategies
   4. Market and Competitor Analysis
   5. Any other data needed to better understand the company’s landscape
3. KPI Process Using BSI Framework
   1. Describe the intended result(s)
   2. Understand alternative measures
   3. Select the right measurement(s) for each goal/objective
   4. Define composite indicators as needed
   5. Set targets and thresholds
   6. Define and document selected performance measures
4. Develop the Mock-up Scorecard for the Company
   1. Describe the scorecard proposed for the company and why it is important to adopt
   2. Include:
      1. Proposed Automation Tool
      2. Collection and Monitoring Plan
      3. Analysis of Data - how you see it would lead to conclusions to help the company
      4. Performance Improvement Plan – how to make the PM plan better
5. Conclusion
   1. Why do you think this PM Plan would be helpful to the company and provide the next 1-5 steps to begin to implement such plan
   2. End with the question, “Do I have your approval to proceed with this plan?” – as the goal is to gain approval from management to implement such a plan

**Syllabus Instructions:**

**Performance Management Plan Development Project:**

* Development of a Performance Management Plan for a selected organization: The ***project outcome will be a detailed performance management plan*** including sections on the company, market and competitor analysis, product strategies, market plan, manufacture plan, financial data, investment data, dashboards/metric tools proposed and overall executive summary. This plan will be formally submitted and should be error free and typed with no more than 20-25 pages excluding attachments and bibliography (at least 10 bibliography sites are required); font at 10-11; spacing at 1.5; margins- normal, APA format for citing’s. Executive Summary will be discussed in last class (5-10 presentation). This project will be due on the last day of class.