

RESULTS

Concept

Business performance management (BPM) is a set of processes that help organizations optimize their business performance. It is a framework for organizing, automating and analyzing business methodologies, metrics, processes and systems that drive business performance.

Objectives for Excellence

The relevant indicators on customer satisfaction are identified, information on perception is collected regularly.

The satisfaction results are segmented by areas and objectives are established, the results are made public.

All the people in the organisation understand and are committed to the customer satisfaction results.

Plans to improve customer satisfaction level and business results are developed, with customers participation and positive results.

The satisfaction levels and other results are compared with those of other companies and competitors considered to be the best ones.

There is a clear orientation towards the customer in the people in the organisation, which is showed in the satisfaction results.

The business results are systematically used for the strategy review.

The positive and negative trends are identified and used to improve the processes.

Actions for implementation

The organisation evaluates regularly the relationship with customers through measurements that may advance the trends or influence the customer satisfaction or fidelity.

The organisation makes surveys to measure the satisfaction degree about the offered products and services.

Measurements on internal processes, that influence the overall company image and the customer perception, are obtained and monitored regularly.

Other measurements that indicate the activity of innovation in the organisation (product life cycle, cycle duration, time to market for new products, number of innovation processes), are obtained and monitored.

There is any Website to facilitate the introduction of customers suggestions and complaints.

There is an automatic and reliable system available to obtain and exploit information for the main results and indicators.

Best practice¹

Think about

Key Performance Indicators (KPI). Some of the areas from which top management analysis could gain knowledge:

1. Customer-related numbers: New customers acquired; Status of existing customers; Attrition of customers (including break-up by reason for attrition).
2. Turnover generated by segments of the Customers.
3. Outstanding balances held by segments of customers and terms of payment
4. Collection of bad debts within customer relationships.
5. Demographic analysis of individuals (potential customers) applying to become customers, and the levels of approval, rejections and pending numbers.
6. Delinquency analysis of customers behind on payments.
7. Profitability of customers by demographic segments and segmentation of customers by profitability.
8. Campaign management.
9. Real time Dashboard on Key operational metrics such
10. Click stream analysis on a website.
11. Key product portfolio trackers.
12. Marketing Channel analysis.
13. Sales Data analysis by product segments.
14. Callcenter metrics.

What is important is:

- KPI related data which is consistent, correct and provide an insight into operational aspects of a company.
- Timely availability of KPI-related data.
- KPIs designed to directly reflect the efficiency and effectiveness of a business
- Information presented in a format which aids decision making for top management and decision makers
- Ability to discern patterns or trends from organised information

¹ Real case coming from the experiences of InnoSME users, to be incorporated in the future.

Resources and Links

[Review your business performance](#) – This guide takes you through this essential process, detailing the stages you should go through to assess how well your business is performing, highlighting your strengths and areas that could be improved and suggesting the actions you need to take to implement the improvements that you've identified.

[BPM](#) – Business Performance Management magazine is a publication dedicated to the subject of business performance management (BPM).

[BPIR](#) – Business Performance Improvement Resource will help you to: Improve your own performance, improve the performance of your colleagues and staff, and improve all your organisation's business processes through benchmarking

[BetterManagement.com](#) – Better Management provides articles, webcasts, and conferences addressing Performance Management, Financial Management, Business Intelligence, IT management, and other critical business management issues.

[Idea](#) - The performance management resource of the Performance Management, Measurement and Information project (PMMI). This site brings together the information found in the PMMI guides as well as a range of resources to support performance management, including the PMMI resource pack: takes you straight to tools, guidance, case studies and resources to help improve performance management