IBM PERFORMANCE EVENTS

Smarter Decisions. Better Results.

Smarter Decision Making @ USG People

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Agenda

- BUSINESS CHALLENGES

- IMPLEMENTATION OF THE BUSINESS MISSION USING PERFORMANCE MANAGEMENT

- TURNING STRATEGY INTO ACTION

- TACTIC RESEARCH

- OPERATIONAL REPORTING

- PERFORMANCE MANAGEMENT ENABLERS

- SUMMARY

- Q & A

Business Challenges

Business Challenges

RECOGNIZE THIS FEELING?

Business Challenges

Lack of visibility

Is there a 360° view on the performance of the entire organisation? Is it clear which role everyone and each process fullfills during the elaboratin of the final business results?

Lack of predictability

Good targets can only be set when a good knowledge of the expected evolutions is present

Lack of responsability

There is a need to allocate performantie indicators to persons that are closest to the business

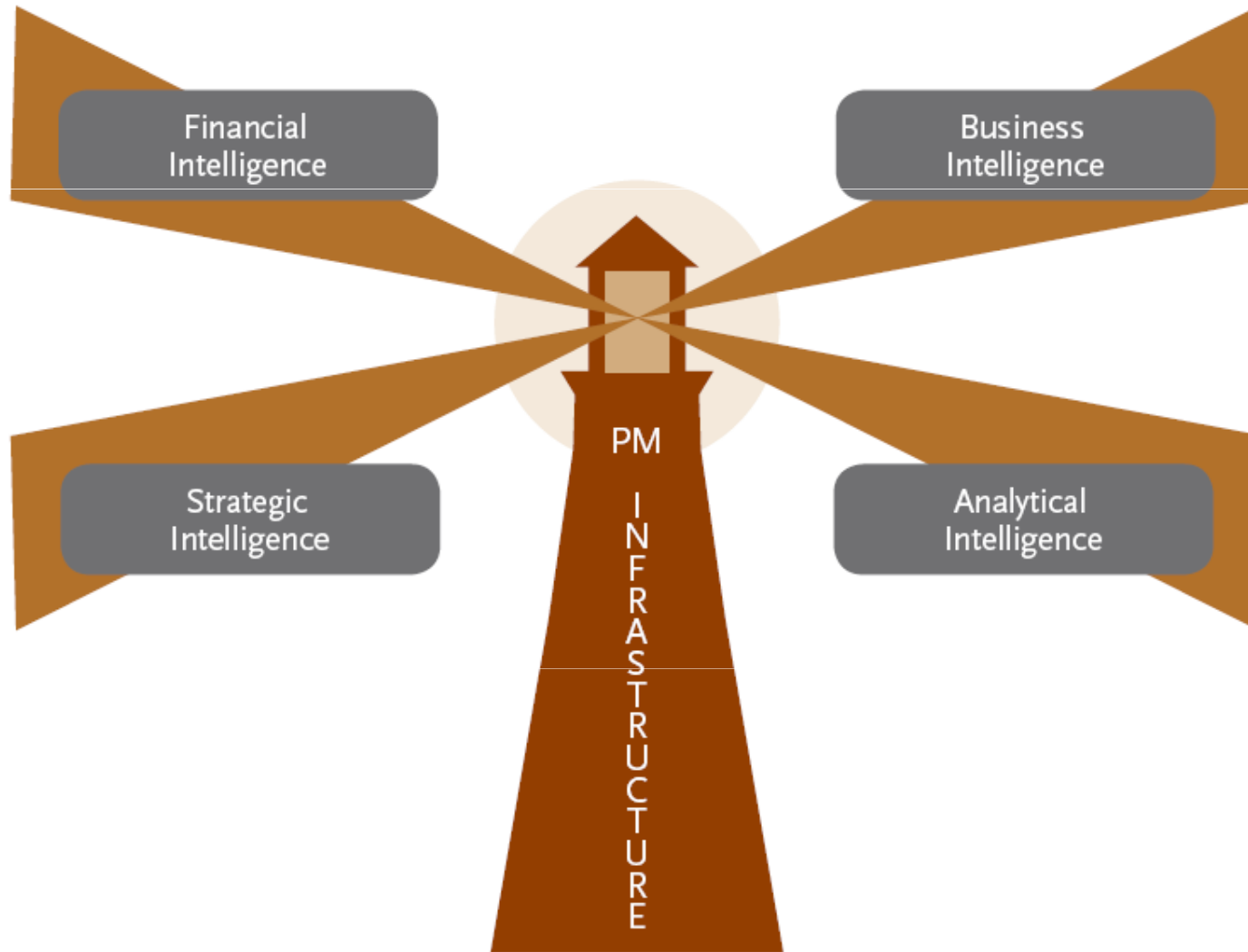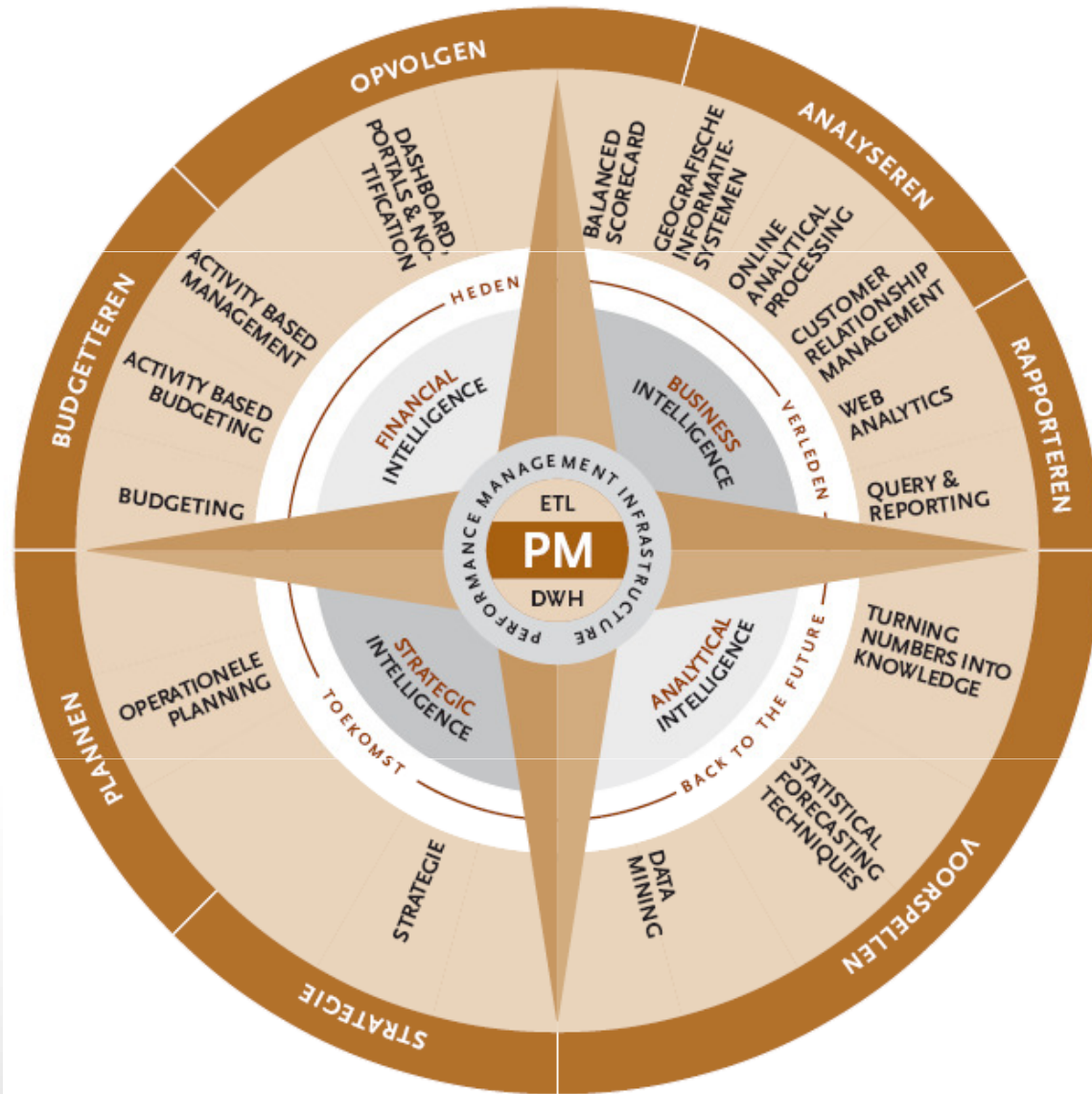# Implementation of the Business Mission
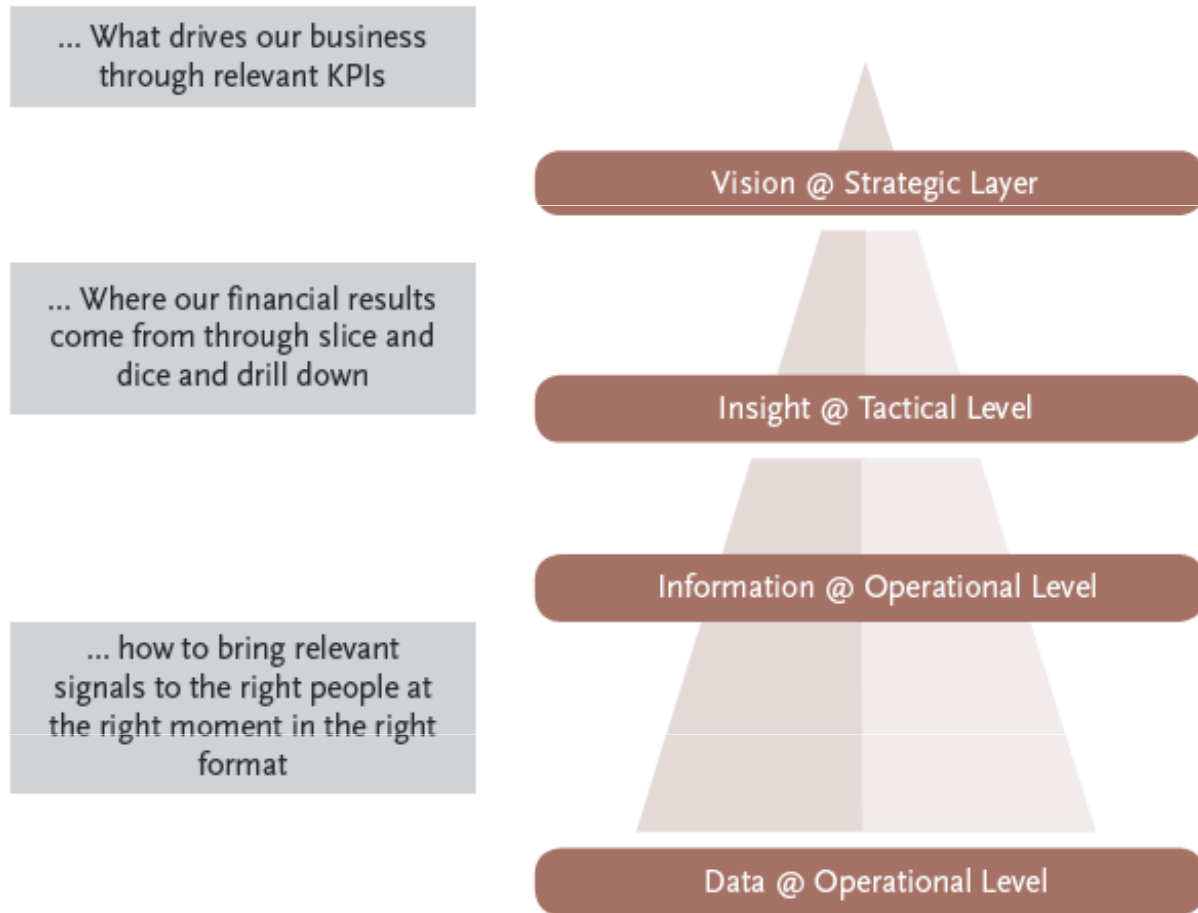
using Performance ManagementChallenges

Implementation of the Business Mission using Performance Management

Implementation of the Business Mission using Performance Management

Implementation of the Business Mission using Performance Management

... What drives our business through relevant KPIs

Vision @ Strategic Layer

... Where our financial results come from through slice and dice and drill down

Insight @ Tactical Level

Information @ Operational Level

... how to bring relevant signals to the right people at the right moment in the right format

Data @ Operational Level

Figuur 13.2   *Business Intelligence*-piramide die de niveaus in de behoeften aan beleidsondersteuning illustreert.

Implementation of the Business Mission using Performance Management

- CORPORATE PERFORMANCE MANAGEMENT is the marriage between Business Intelligence, Planning, Budgeting, Business Process Management and Real-time Monitoring, aiming to learn to understand the present better, using historical past data and based upon that better understand and predict the future.

- CORPORATE PERFORMANCE MANAGEMENT forms a cross-departemental multi-disciplinary framework for the formulation of the company strategy, communicating it, implementing it, follow it up, plan and budget the execution of it.

Turning Strategy into Action

Turning Strategy into Action @ USG People
Mission and Vision

Mission Statement of USG People

USG People provides all types of flexible employment solutions and a wide range of services in the field of human resources and customer care.

This wide array meets the demand for diversity in the services we provide.

As a provider of knowledge and capacity, USG People is focused on quality, growth and profitability.

Vision of USG People

With people at the heart of our organization, USG People aims to position the right talent in the right place.

We view this as the driving force for all our employees to give their very best.

The ability to stand out as an organization is largely determined by the creativity, efforts and commitment of its employees.

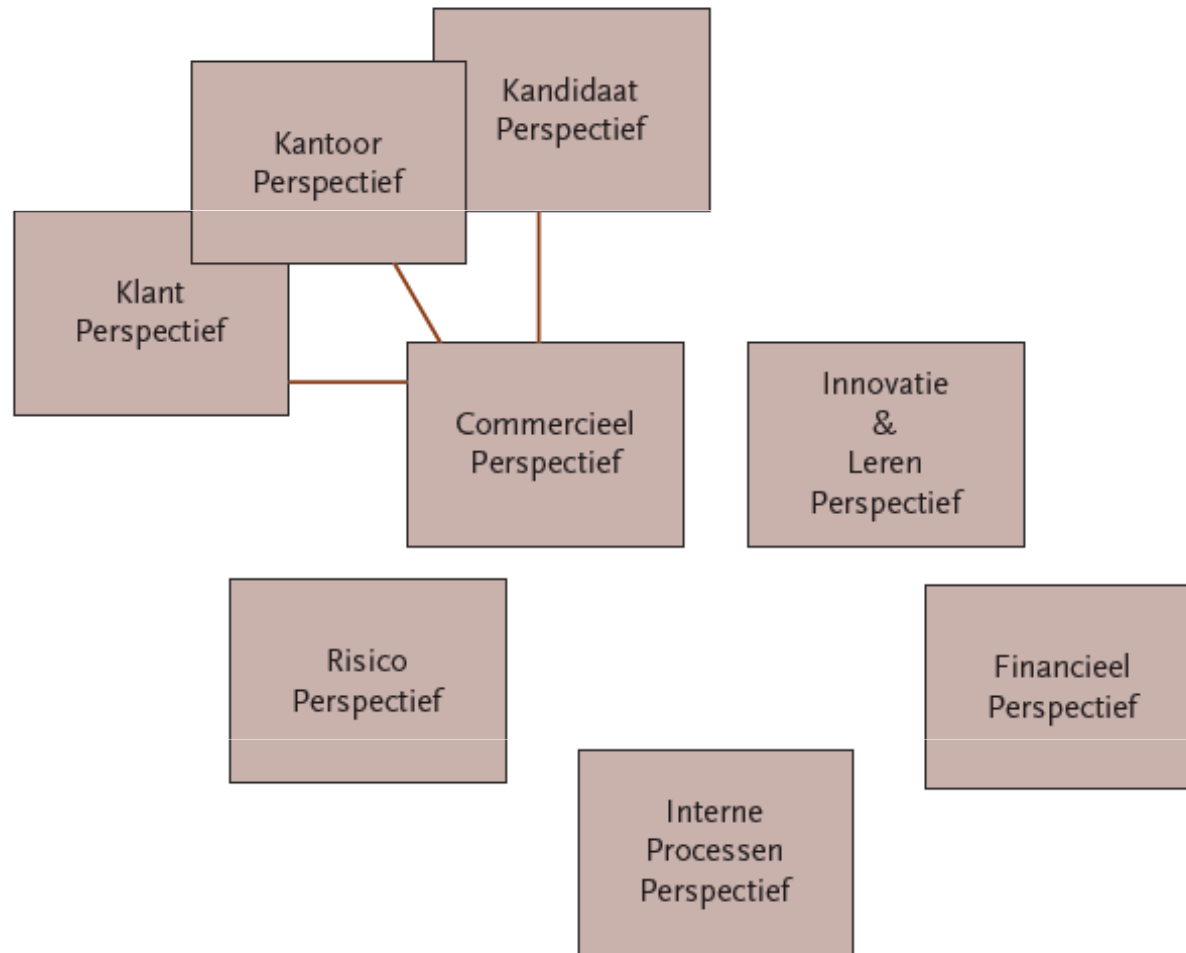# Turning Strategy into Action @ USG People
Strategic Objectives

Strategic Objectives of USG People

- Strengthening of our multi-brand strategy, with a healthy balance between general and specialist staffing services through a simplification in the Netherlands and a stronger positioning of key brands in the rest of Europe.
- Further revenue growth, both organic and through acquisitions.
- The main emphasis for takeovers in the Benelux will be on specialist services, elsewhere it will also be on acquiring scale.
- Constant focus on attracting and retaining the best candidates for our clients.
- Ongoing development of new technologies aimed at enhancing the services we provide and optimizing distribution channels with special attention for the Internet.
- Ongoing professionalization of our internal organization with a focus on staff.
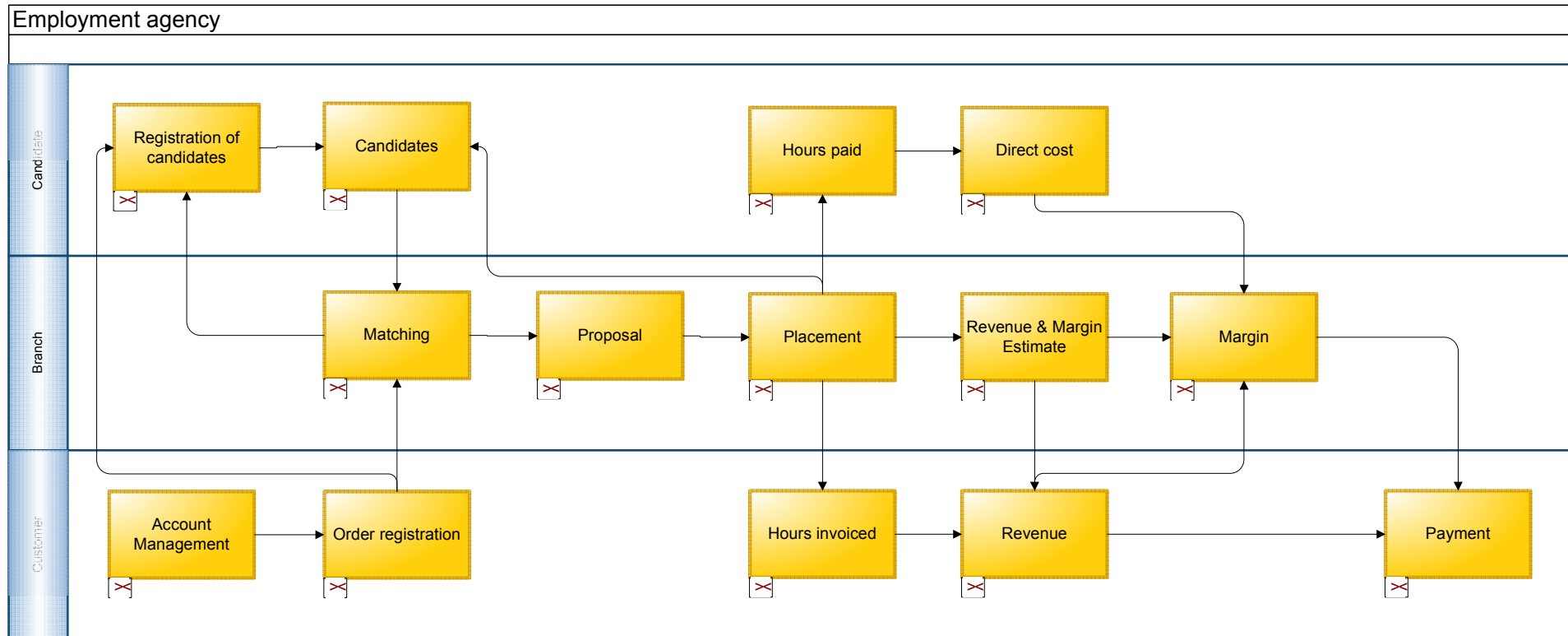
Turning Strategy into Action @ USG People
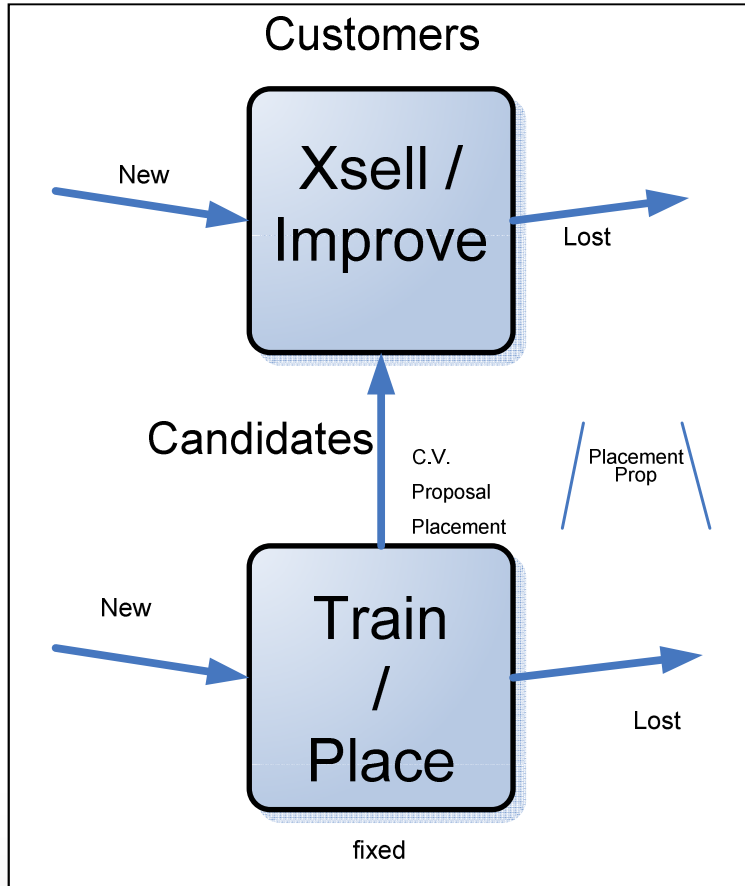## Strategic Perspectives

Figuur 13.1 Strategische Perspectieven waarbinnen USG People haar strategische *Key Performance Indicators* positioneert.

Turning Strategy into Action @ USG People
Strategic Process

Turning Strategy into Action @ USG People
Strategic Processes

Administrator Log On Log Off

Oct 2008 | View ▾ | Tools ▾ | Help ▾

Metrics | Projects | Reports | Diagrams | Details

Balanced Scorecarding

Scorecards

- Scorecards
  - All Metrics
  - Regio Noord
    - Area Emmen/Enschede
    - Area Groningen
    - **Area Doetinchem**
    - Area Adrn/Dtr/Zw REG
    - Area Adrn/Dtr/Zw LAU
  - Regio West-Noord
  - Regio West-Zuid

strategic matrix Doetichem

	actieve relaties	marge % vs budget	nieuwe relaties	Omzet vs budget	uren % vs budget	uren / fte / week	uren groei % vs yr-1
Area Doetinchem	▭	▭	✖	▭	▭	✖	✔
1185 Reg. Haaksbergen	✖	▭	✖	✖	▭	✖	▭
1217 Reg. Ulft	✖	✔	▭	✖	✔	✖	✔
1218 Reg. Winterswijk	✖	✔	✖	✔	✔	▭	✔
1220 Reg. Zevenaar	✖	✔	✔	✖	▭	✖	✔
1808 Reg. Lichtenvoorde	✔	▭	✔	✔	▭	✔	✔
1860 Reg. Goor	✔	✔	✖	✖	▭	✖	✔
1941 Reg. Varsseveld	✔	▭	✖	✖	▭	✖	✔
2043 Reg. Aalten	✔	▭	✖	✔	✔	✖	✔

uren groei % vs yr-1 - 2043 Reg. Aalten

Time Period:	Oct 2008
Trend:	▲
Actual:	100,00%
Target:	97,34%
Variance:	2,66%

My Folders

Scorecards

Metric Types

Groups

Available Diagrams

	Name	Description	Actions
☐	strategic matrix Doetichem		
☐	kerstboom		

javascript:top.openContentWithContext(361,47,121, 'CustomDiagram', 'StatusIndicator')

Local intranet | 100%

Administrator   Log On   Log Off

Most recent values

View ▾   Tools ▾   Help ▾

Balanced Scorecardi ▾
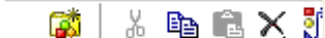
Metric Types

Metric Types
- marge % vs budget
- nieuwe relaties
- uren % vs budget
- uren / fte / week
- uren groei % vs yr-1
- **actieve relaties**
- Omzet vs budget

actieve relaties

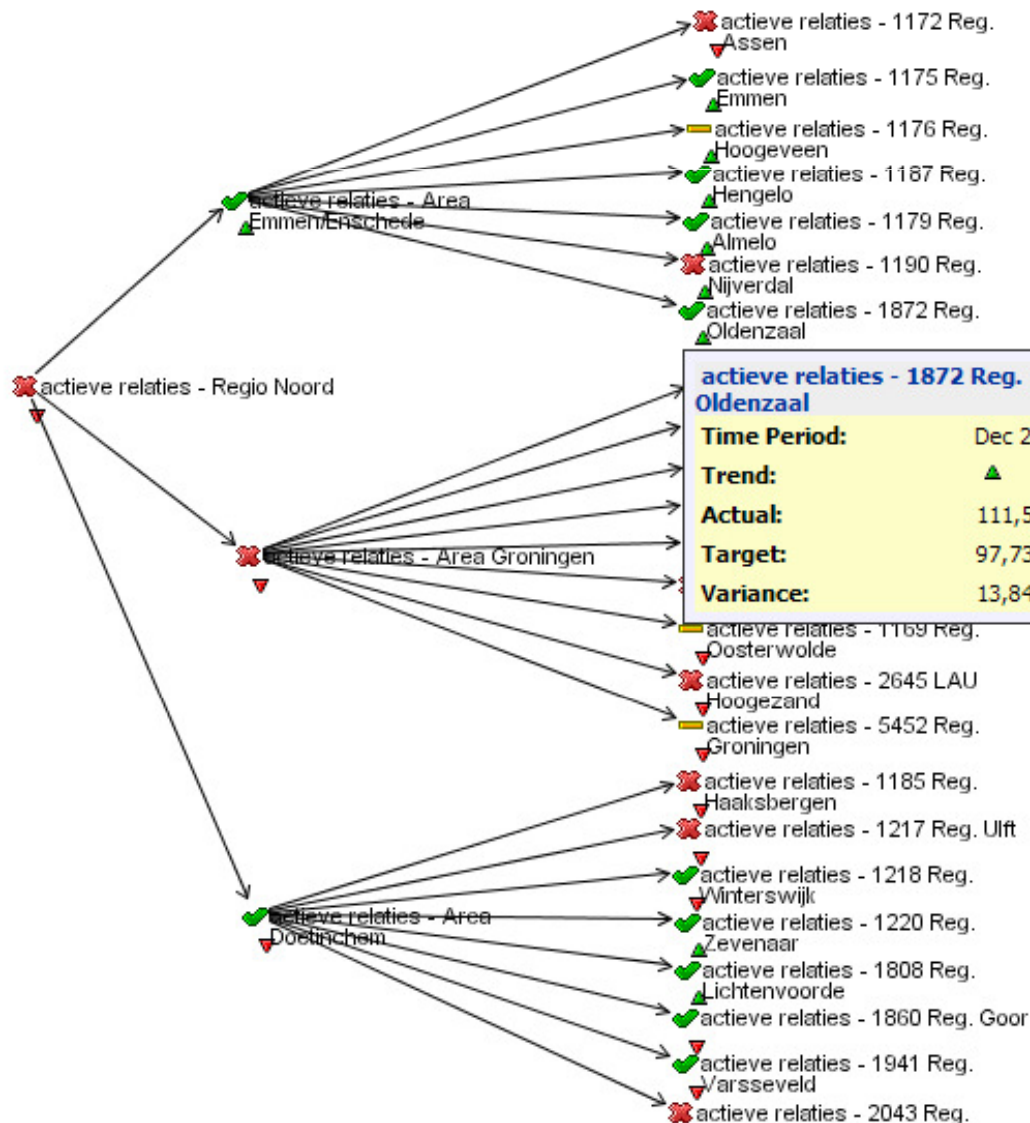Metrics   Reports   **Diagrams**   Details

Actieve Relaties Fishbone

actieve relaties - 1172 Reg. Assen

actieve relaties - 1175 Reg. Emmen

actieve relaties - 1176 Reg. Hoogeveen

actieve relaties - 1187 Reg. Hengelo

actieve relaties - 1179 Reg. Almelo

actieve relaties - 1190 Reg. Nijverdal

actieve relaties - 1872 Reg. Oldenzaal

actieve relaties - Area Emmen/Enschede

actieve relaties - Regio Noord

actieve relaties - 1872 Reg. Oldenzaal	
Time Period:	Dec 2008
Trend:	▲
Actual:	111,57
Target:	97,73
Variance:	13,84

actieve relaties - Area Groningen

actieve relaties - 1169 Reg. Oosterwolde

actieve relaties - 2645 LAU Hoogezand

actieve relaties - 5452 Reg. Groningen

actieve relaties - 1185 Reg. Haaksbergen

actieve relaties - 1217 Reg. Ulft

actieve relaties - 1218 Reg. Winterswijk

actieve relaties - 1220 Reg. Zevenaar

actieve relaties - 1808 Reg. Lichtenvoorde

actieve relaties - Area Doetinchem

actieve relaties - 1860 Reg. Goor

actieve relaties - 1941 Reg. Varsseveld

actieve relaties - 2043 Reg.

My Folders

Scorecards

Metric Types

Groups

Available Diagrams

javascript:top.openContentWithContext(352,45,99, 'CustomDiagram', 'StatusIndicator')
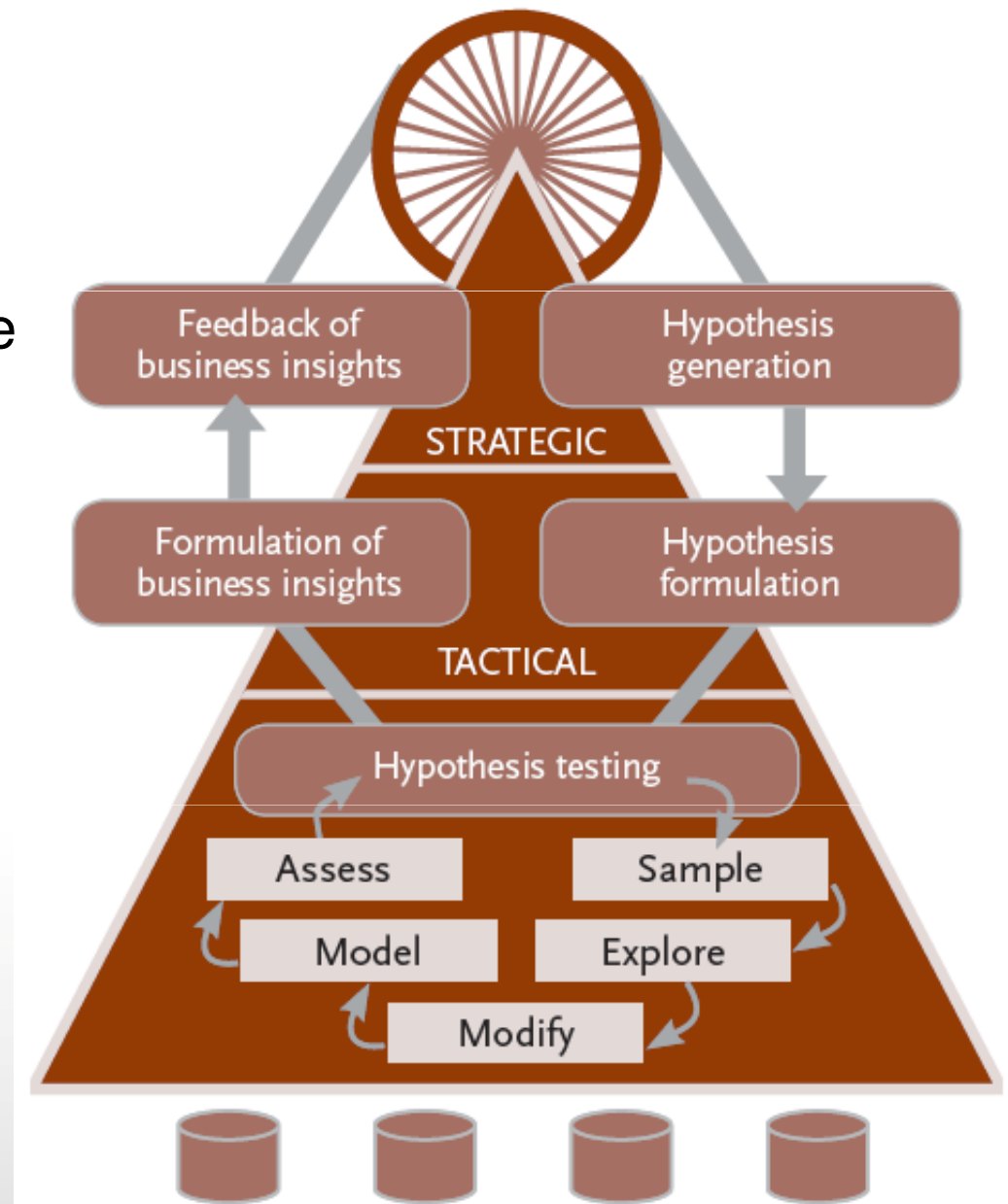
Local intranet   100%

Tactic Research

"Looks like you've got all the data – what's the holdup?"

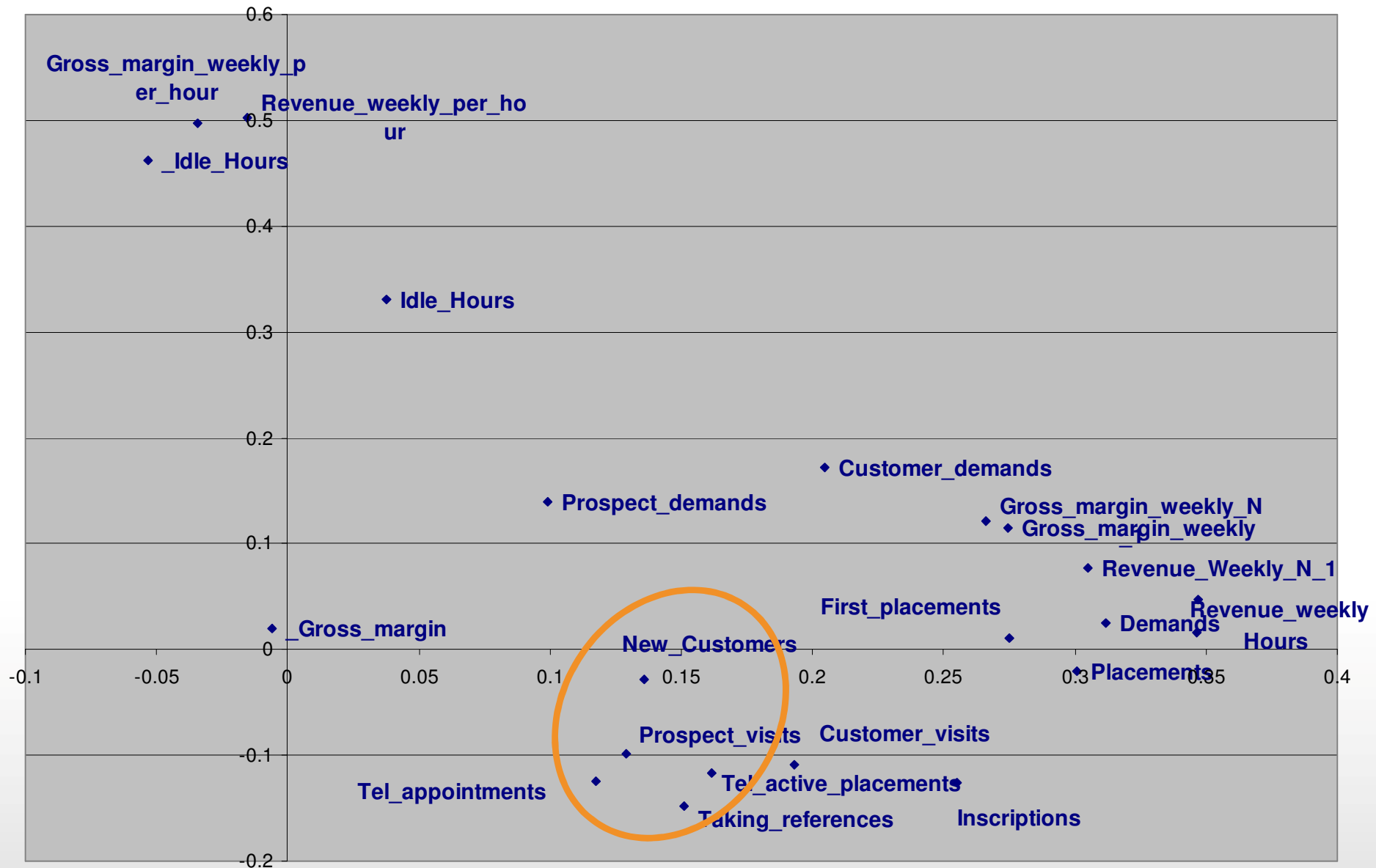# Tactic Research
Scientific Approach

First of all, the right and most pertinent questions need to be asked, then found out which environmental factors play a role in the question, prepare data, analyse in cycles, implement and monitor the results.
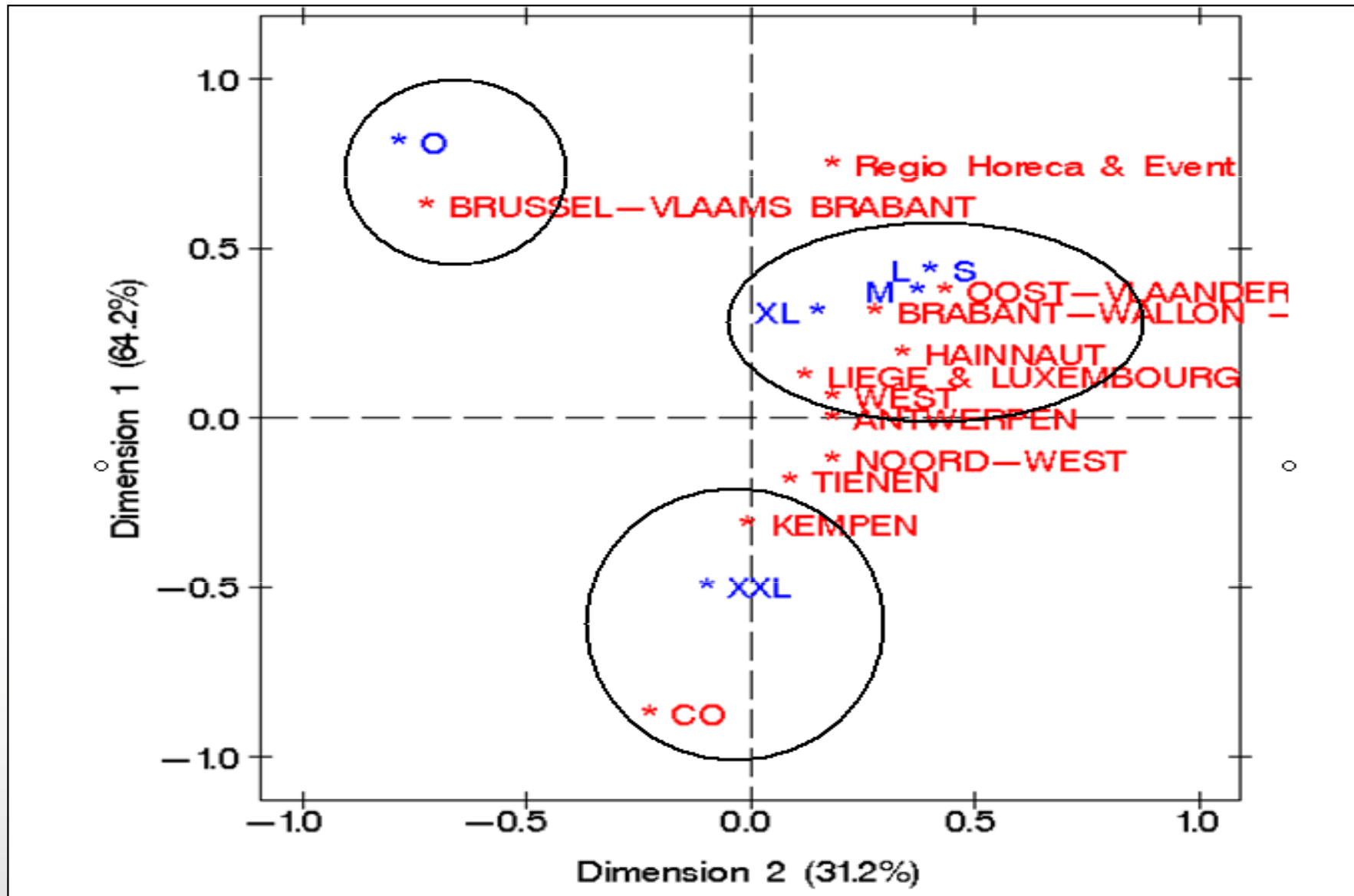
Tactic Research
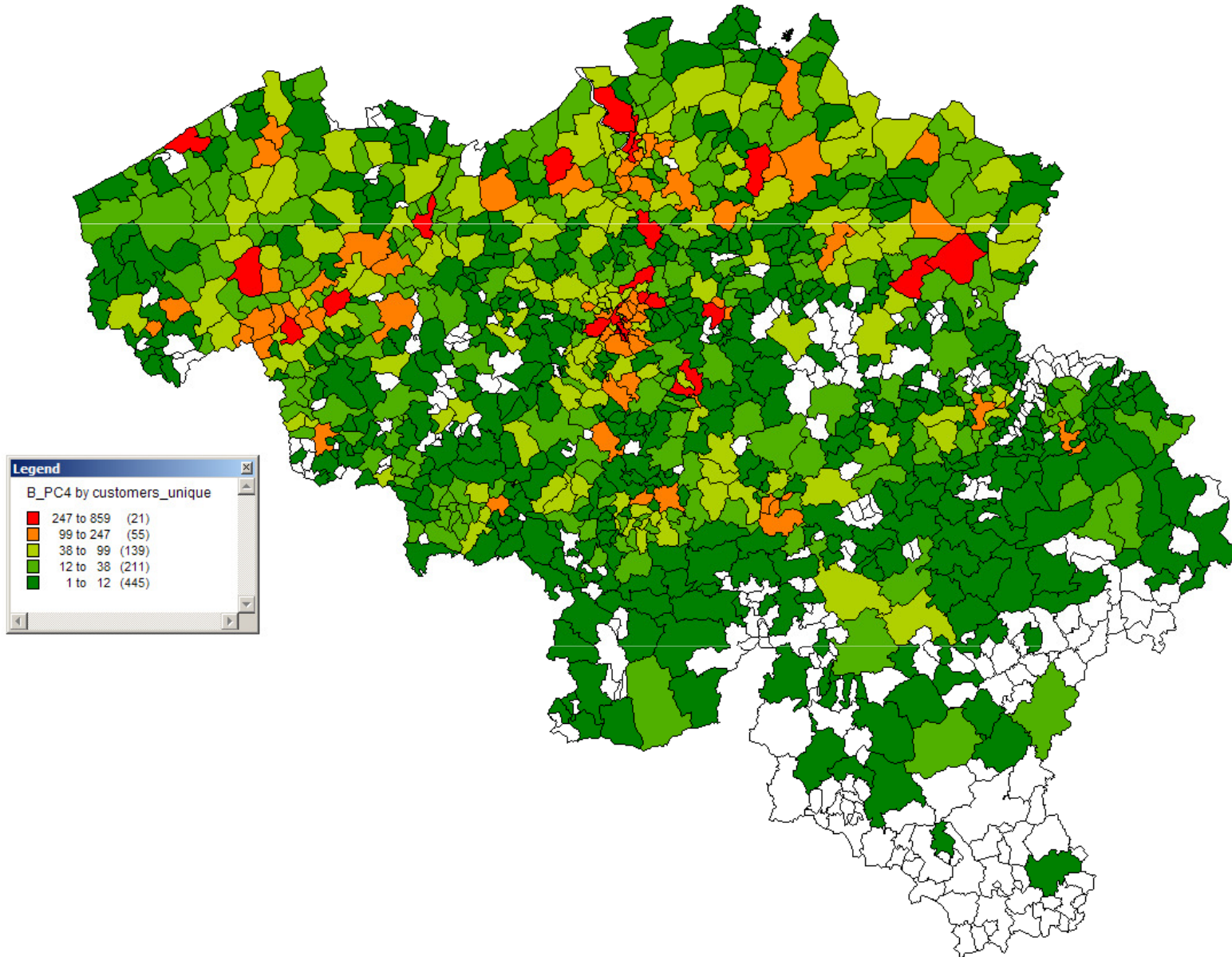## Correlating KPI's through Principal Component Analysis

Tactic Research
Associations between Sales Areas and Segments through Correspondence Analysis
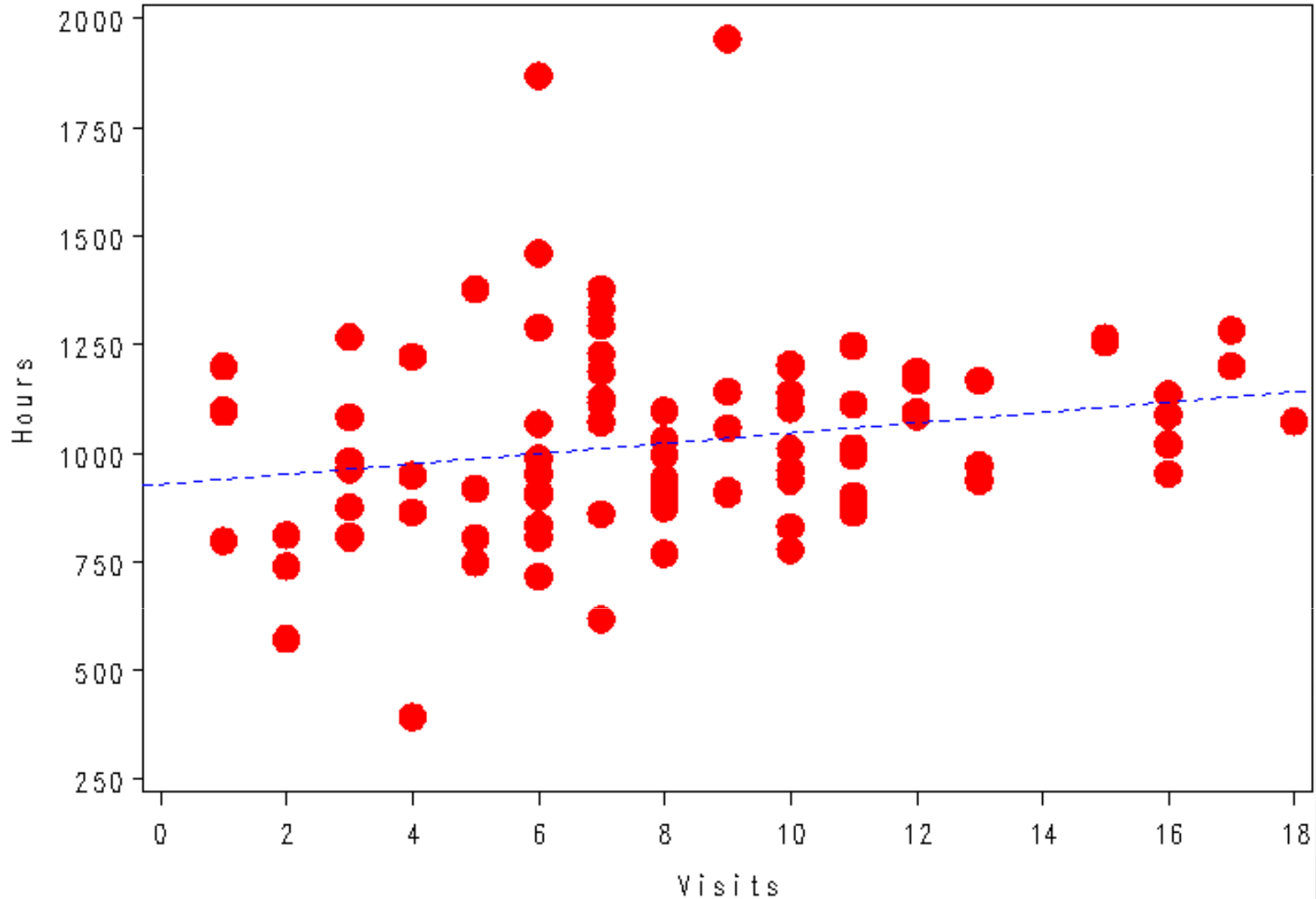
Tactic Research
Geographic Optimization of Branch Network

Legend

B_PC4 by customers_unique

- 247 to 859 (21)
- 99 to 247 (55)
- 38 to 99 (139)
- 12 to 38 (211)
- 1 to 12 (445)

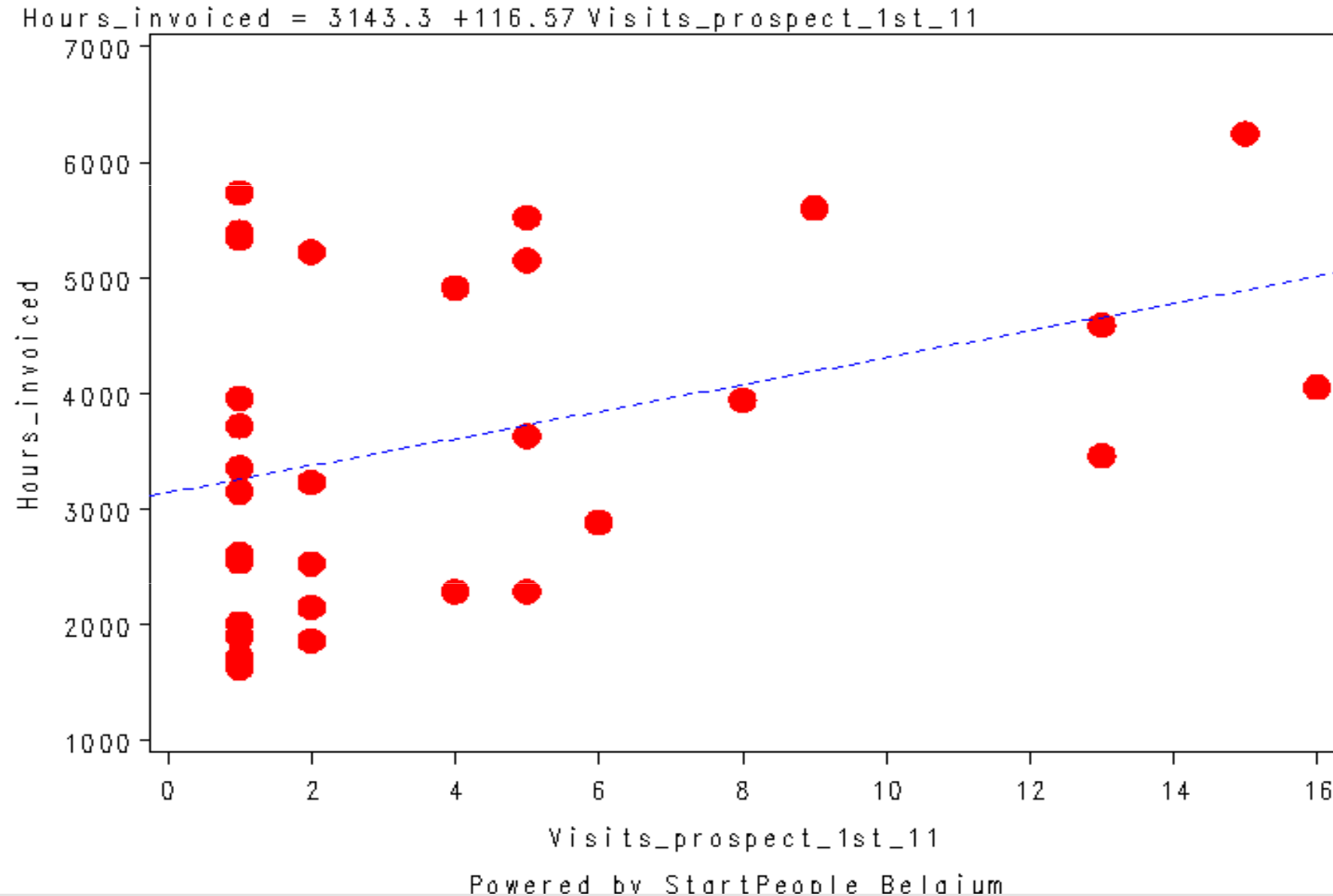# Tactic Research
Insights into Commercial Drivers through Linear Regression

Hours = 927.72 + 11.845 Visits

Powered by USG People

Tactic Research
Insights into Commercial Drivers through Linear Regression

Hours_invoiced = 3143.3 + 116.57 Visits_prospect_1st_11

Powered by StartPeople Belgium

Tactic Research
Back to the Future through Advanced Analytics

Better insight in existing processes through Operational Research delivers insights and useful possiblities for leverage

- At target setting

- When making plans

- When building (new) strategies

- Explain and better understand observed performance

- Anticipating the consequences of decisions

- Understand strategic cause and effect relationships

- When modeling the entire business
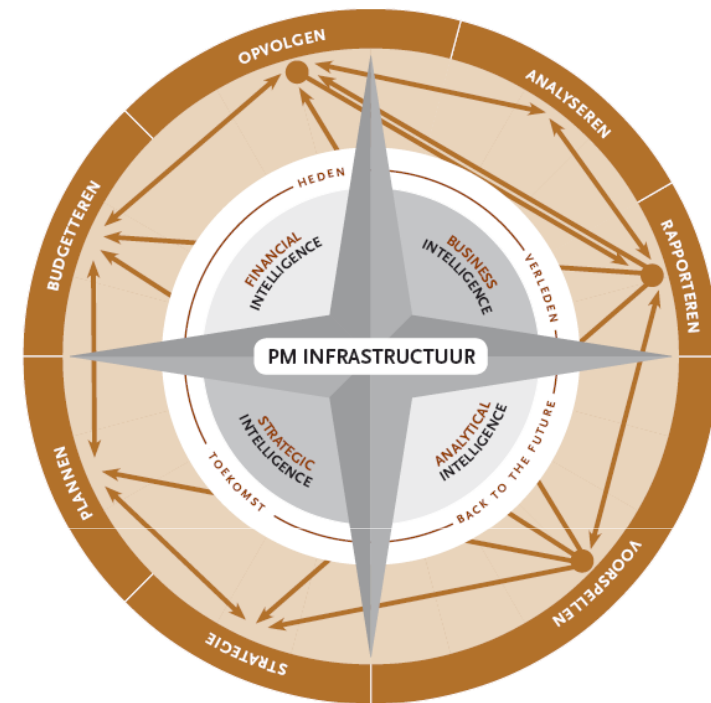
Figuur 1.2.3 *Performance Management Golden Compass* dat het heden met het verleden en de toekomst verbindt via een centraal raderwerk en door middel van een aantal wijzers
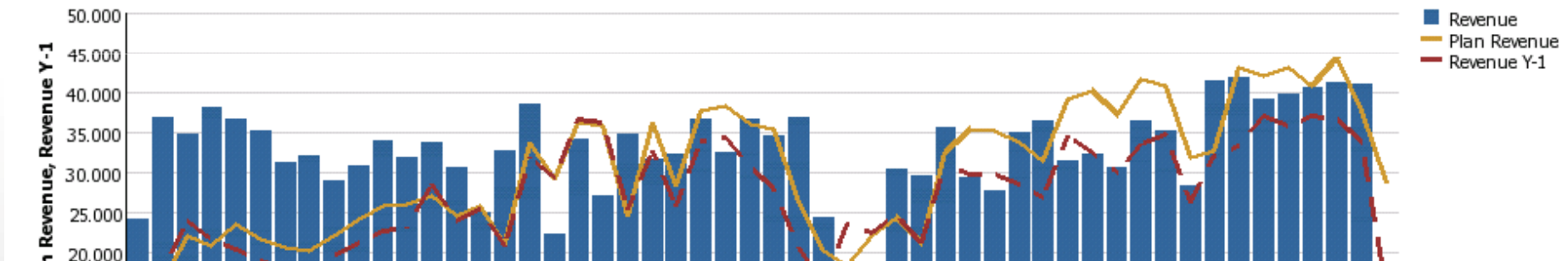
Operational Reporting

Operational Reporting
Operational Dashboards

		Previous	W49	W50	W51	W52	Total	YTD
Financial Quadrant								
Revenue		1.552.279	40.606	41.195	41.168	13.328	**1.688.576**	**1.688.576**
Revenue	Arbeiders	1.123.361	31.619	30.437	30.906	10.119	**1.226.442**	**23.585**
	Bedienden	407.972	8.987	9.091	8.453	3.209	**437.712**	**437.712**
	Selection Fee	20.946	0	1.667	1.810	0	**24.422**	**24.422**
%Diff Revenue Plan		9,5%	-0,4%	-7,3%	8,8%	-53,6%	**7,6%**	**7,6%**
%Diff Revenue Y-1		20,7%	9,7%	12,4%	21,9%	-10,5%	**19,9%**	**19,9%**
GrossMargin		246.750	5.517	7.689	8.285	2.152	**270.393**	**270.393**
%GrossMargin		15,9%	13,6%	18,7%	20,1%	16,1%	**16,0%**	**16,0%**
GrossMargin	Temp Work	224.573	5.517	6.023	6.475	2.152	**244.740**	**4.707**
	50/50	1.231	0	0	0	0	**1.231**	**1.231**
	Selection Fee	20.946	0	1.667	1.810	0	**24.422**	**24.422**
	Ristorno's	0	0	0	0	0	**0**	**0**
%Diff GrossMargin Plan		7,1%	-11,0%	14,1%	43,8%	-67,1%	**5,8%**	**5,8%**
%Diff GrossMargin Y-1		14,8%	7,9%	46,6%	66,0%	-50,3%	**15,3%**	**15,3%**

	Previous	W49	W50	W51	W52	Total	YTD
Operational Quadrant							
Inscriptions	362	7	10	5	3	**387**	**387**
Starters	139	1	1	1	0	**142**	**142**
%Starters	38,4%	14,3%	10,0%	20,0%	0,0%	**36,7%**	**36,7%**
Demands	390	13	10	7	4	**424**	**424**
Placements	181	1	4	2	1	**189**	**189**
%Placements	46,4%	7,7%	40,0%	28,6%	25,0%	**44,6%**	**44,6%**
Commercial Quadrant							
Visits Prospects	155	3	3	1	0	**162**	**162**
Visits Customers	131	3	2	21	0	**157**	**157**
New Customers	41	0	1	0	0	**42**	**42**
Tel active Placements	653	22	17	9	0	**701**	**701**

Operational Reporting
Operational Dashboards

	Revenue	%Diff Revenue Plan	GrossMargin	%Diff GrossMargin Plan	%GrossMargin
Previous periods	1.552.279	9,5%	246.750	7,1%	15,9%
W49	40.606	-0,4%	5.517	-11,0%	13,6%
W50	41.195	-7,3%	7.689	14,1%	18,7%
W51	41.168	8,8%	8.285	43,8%	20,1%
W52	13.328	-53,6%	2.152	-67,1%	16,1%
Total	**1.688.576**	**7,6%**	**270.393**	**5,8%**	**16,0%**
Onbekend	24.422	22,1%	24.422	24,3%	100,0%
Arbeiders	1.226.442	11,5%	147.797	7,5%	12,1%
Bedienden	437.712	-2,7%	98.174	-0,4%	22,4%
⊟ **Alle Statuten**	**1.688.576**	**7,6%**	**270.393**	**5,8%**	**16,0%**
Unique Oudenaarde - 4. M accounts	836.618	8,0%	104.126	2,8%	12,4%
Unique Oudenaarde - 5. S accounts	374.883	-16,7%	62.312	-16,1%	16,6%
Unique Oudenaarde - 6. New accounts	464.835	43,0%	95.101	58,2%	20,5%
Unique Oudenaarde - 7. Prospects	0	/0	0	/0	/0
Unique Oudenaarde - 0. Onbekend	12.240	-38,8%	8.855	-55,7%	72,3%
⊟ **Alle Lokale Segmenten**	**1.688.576**	**7,6%**	**270.393**	**5,8%**	**16,0%**
Onbekend	0	/0	0	/0	/0
Temp Work	1.659.538	7,1%	244.740	3,8%	14,7%
50/50	4.616	/0	1.231	/0	26,7%
Selection Fee	24.422	22,1%	24.422	22,1%	100,0%
⊟ **Alle Omzet Types**	**1.688.576**	**7,6%**	**270.393**	**5,8%**	**16,0%**

Operational Reporting
Evolution of Segments

Evolution of Branch Segmentation from N-1 to year 2009

startpeople

Company:	Start People Italy
Branch:	FILIALE DI ROMA APPIANUOVA
Current Year:	2009

Red cells illustrate negative evolution of segments
Green cells illustrate positive evolution of segments
Blue cells illustrate stability

# Accounts		2009						Total
		3. L accounts	4. M accounts	5. S accounts	7. Prospects	8. Sleeping Customers	9. Sleeping Prospects	
2008	3. L accounts	1	1	1				3
	4. M accounts	1	5	2			2	10
	5. S accounts		5	9	1			
	6. New accounts		7	26				
	7. Prospects			1		25		
	Not applicable						2	
Total		2	18	39	28			

COR001 Evolution of Branch Segmentation - Migration Detail - Cognos Viewer - Microsoft Internet Explorer pro...

http://orbita.usgpeople.com/cognos8/cgi-bin/cognos.cgi

File Edit View Favorites Tools Help

COR001 Evolution of Branch Segmentation - Migration...

Cognos Viewer - COR001 Evolution of Branch Segmentation - Migration Detail   Report Studio

Administrator   About

Evolution of Branch Segmentation - Migration Detail from N-1 to year 2009

startpeople

Company:	Start People Italy
Branch:	FILIALE DI ROMA APPIANUOVA
Current Year:	2009

Customer Segment N-1	Customer Segment	Customer Account	Customer Account Code	Revenue	Revenue Plan	diff Revenue Plan	%diff Revenue Plan	Revenue N-1	%diff Revenue N-1	Revenue N-2
4. M accounts	4. M accounts	BMW ROMA SRL	187477	0	0	0		5,991	-100.0%	19,416
4. M accounts	4. M accounts	CONSODATA SPA GRUPPO SEAT PAGINE GIALLE	209008	0	0	0		6,395	-100.0%	2,032
4. M accounts	4. M accounts	EUROHOTELS 2000 SRL	196084	0	0	0		6,240	-100.0%	0
4. M accounts	4. M accounts	MAZDA MOTOR ITALIA SPA	228774	0	0	0		9,119	-100.0%	7,611
4. M accounts	4. M accounts	ROCCO GIOCATTOLI SRL	163417	0	0	0		18,273	-100.0%	7,757

Done   Local intranet   100%

Operational Reporting
Diversity of Customers

Dependency of branches on top-clients

Company:	Start People Italy
Branch:	FILIALE DI ROMA APPIANUOVA
Year:	2008
Account Type:	All Account Types

Pareto Chart

Lorenz Curve

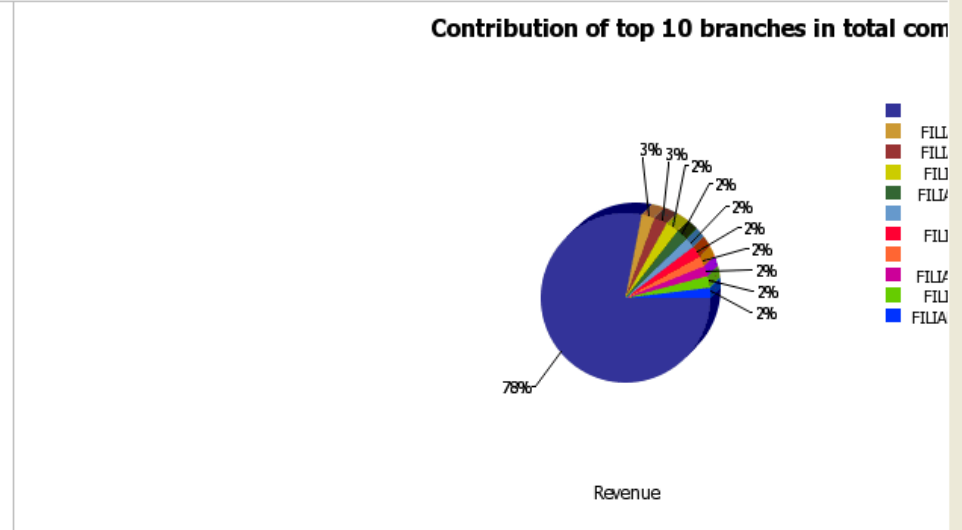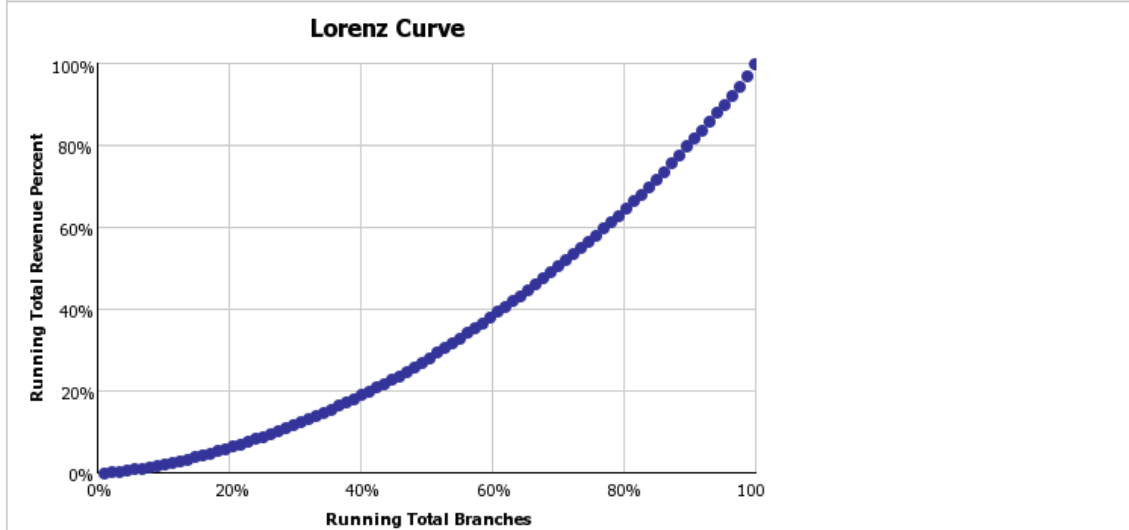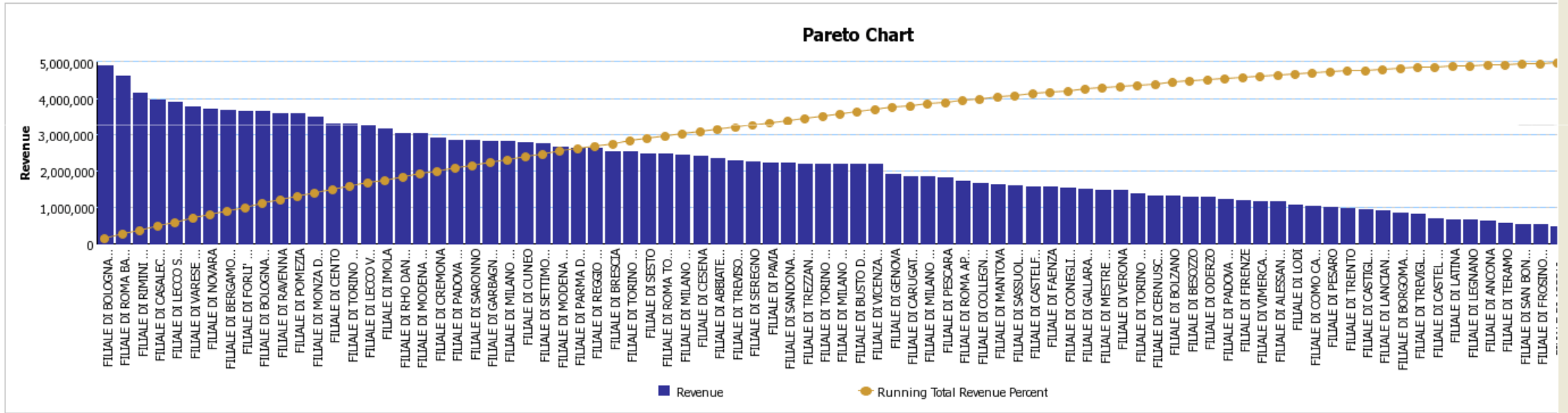Contribution of top 10 customers in total br...
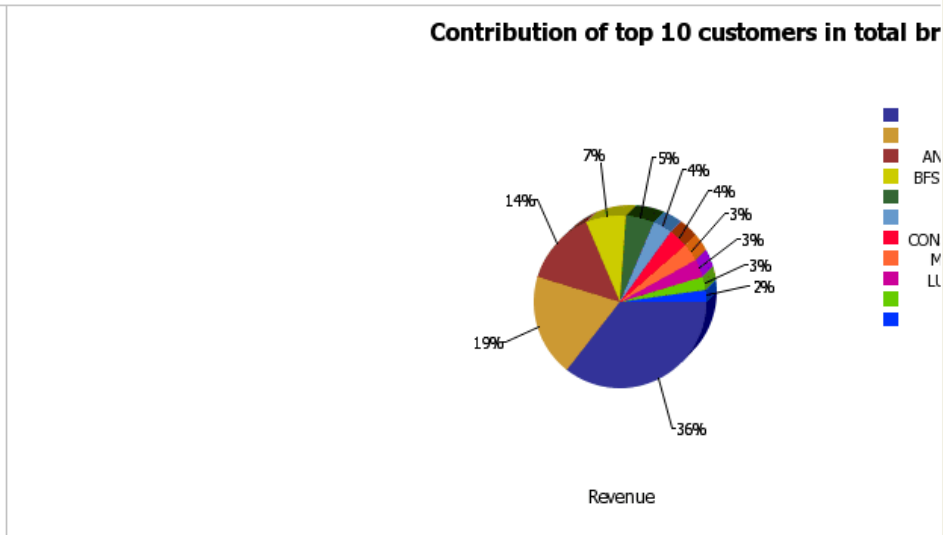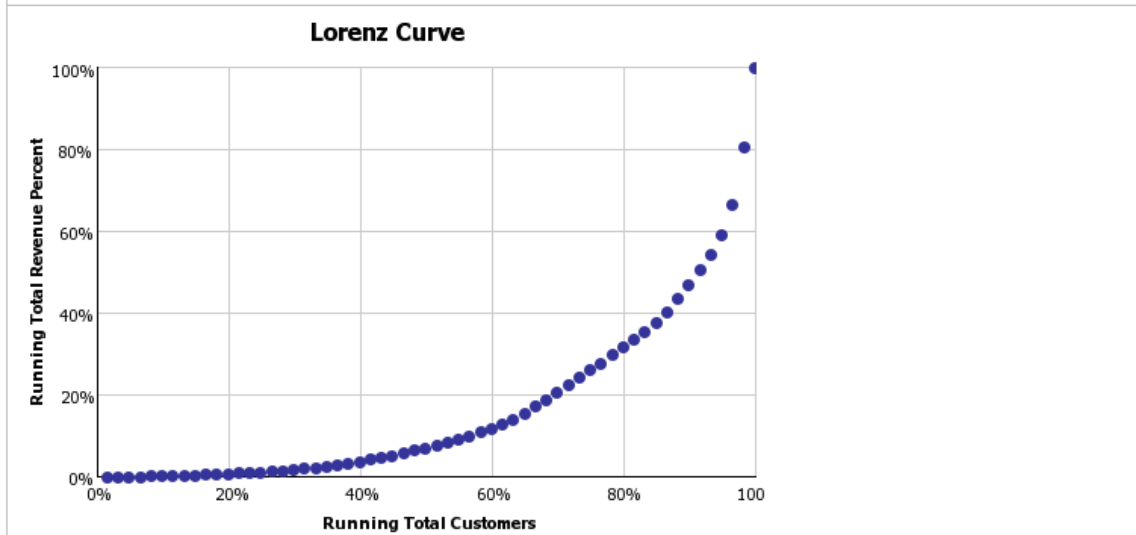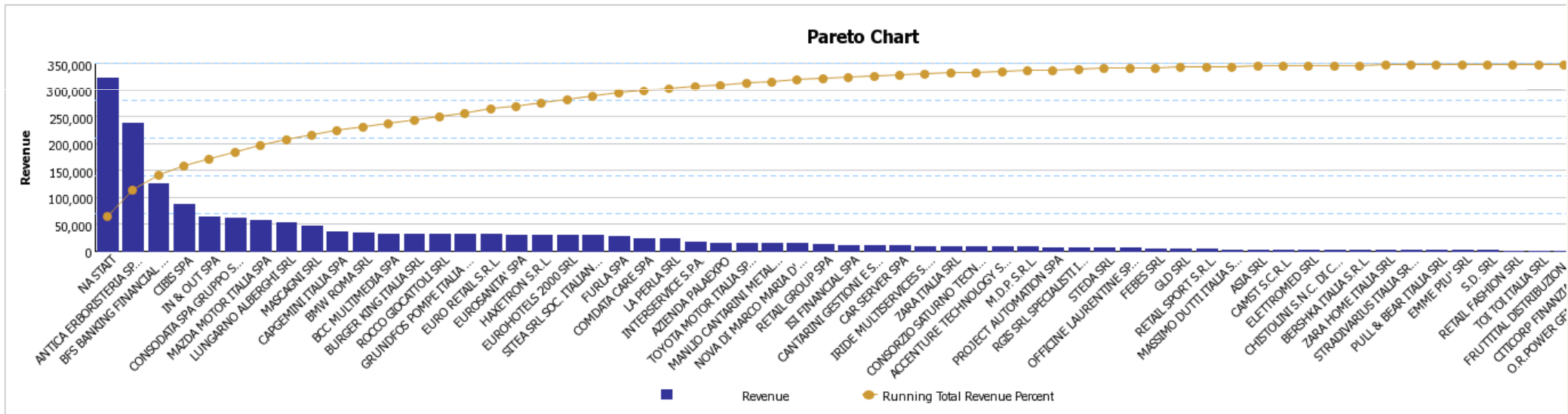
Operational Reporting
Diversity of Branches

Dependency on branches

Company: Start People Italy
Year: 2008

Pareto Chart

Lorenz Curve

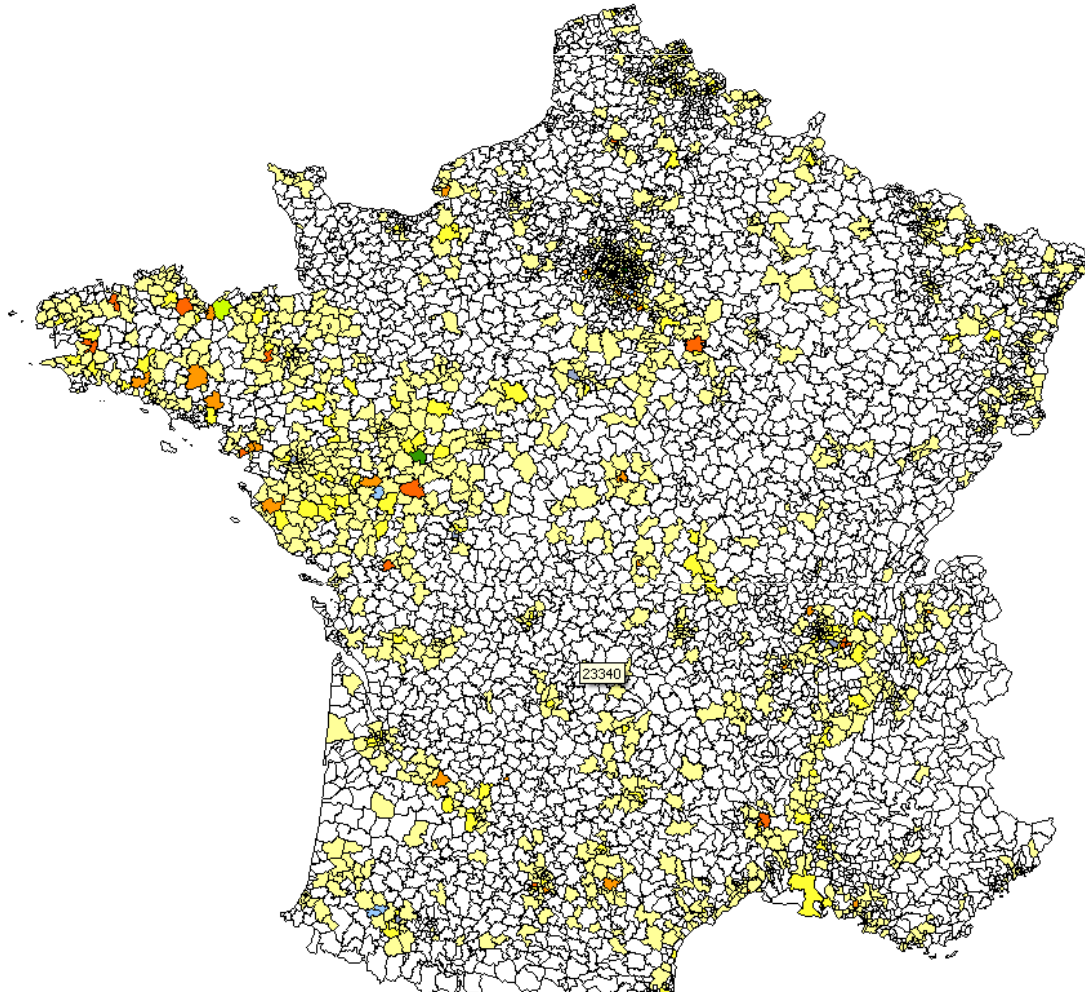Contribution of top 10 branches in total com...

Operational Reporting
Geographic Origin of Customers

GIS - KPI reach by customer zipcode

KPI: Revenue weekly
Year: 2008
Company: STAFR
District:
Branch:
Revenue Type:

Operational Reporting
Commercial Break-back Report

Commercial Activity Breakback

Company:
Branch:
Current Week:

Breakback - based on last quarter ratios

		Tel app	New Customers	Visits	Demands	Placements	Hours	Revenue	Revenue Plan	Variance	Extra Tel app	Extra Visits	Extra Demands	Extra Placements	Extra Hours	Extra Revenue
This Week:	2009 W11	16	0	13	2	1	793	23,599	43,384	-19,786	3	2	2	1	588	19,786
Last Week:	2009 W10	19	1	8	2	3	844	26,115	43,384	-17,270	3	2	2	1	513	17,270
This Quarter:	2009 Q1	126	8	100	52	17	9,737	335,003	566,698	-231,695	36	28	23	9	6,886	231,695
Last Quarter:	2008 Q4	93	11	74	59	24	17,997	605,598	700,123	-94,526	15	12	9	4	2,809	94,526
This Quarter Y-1:	2008 Q1	139	17	99	95	38	21,739	751,657	661,626	90,031						
Next Week:	2009 W12	0	0	0	0	0	0	0	43,384	-43,384	7	5	4	2	1,289	43,384
Next Quarter:	2009 Q2	0	0	0	0	0	0	0	570,061	-570,061	88	70	56	23	16,941	570,061

Prospects Acquisition during last 52 weeks

Legend:
- Tel app
- Prospect visits
- New Customers
- Prospect demands
- First placements
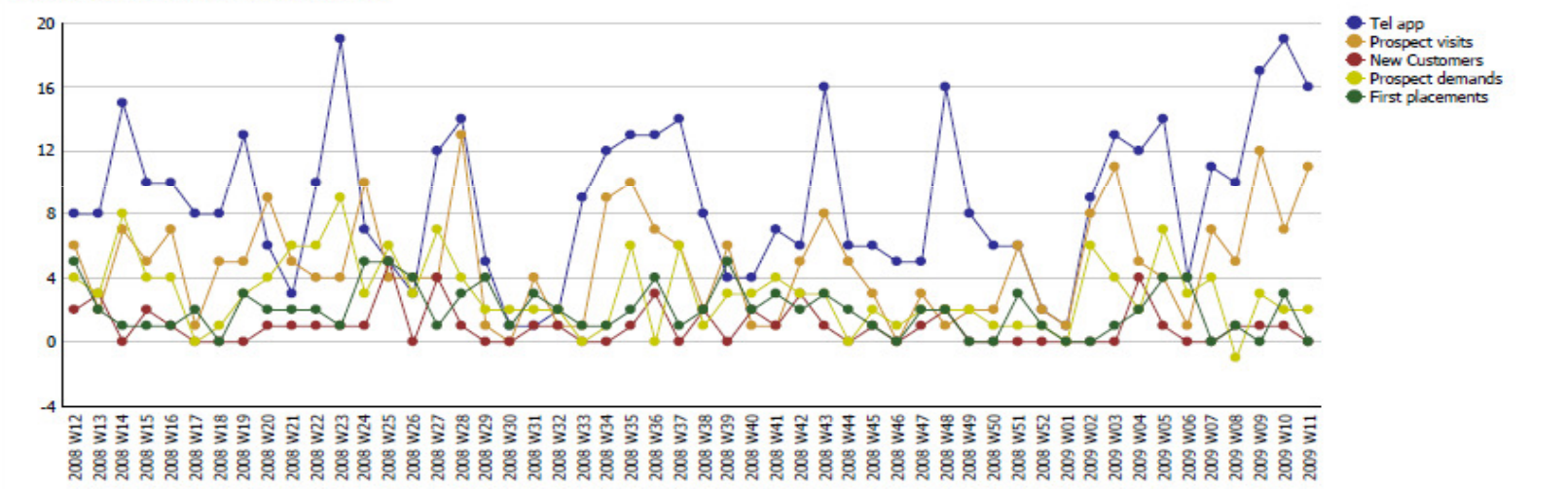
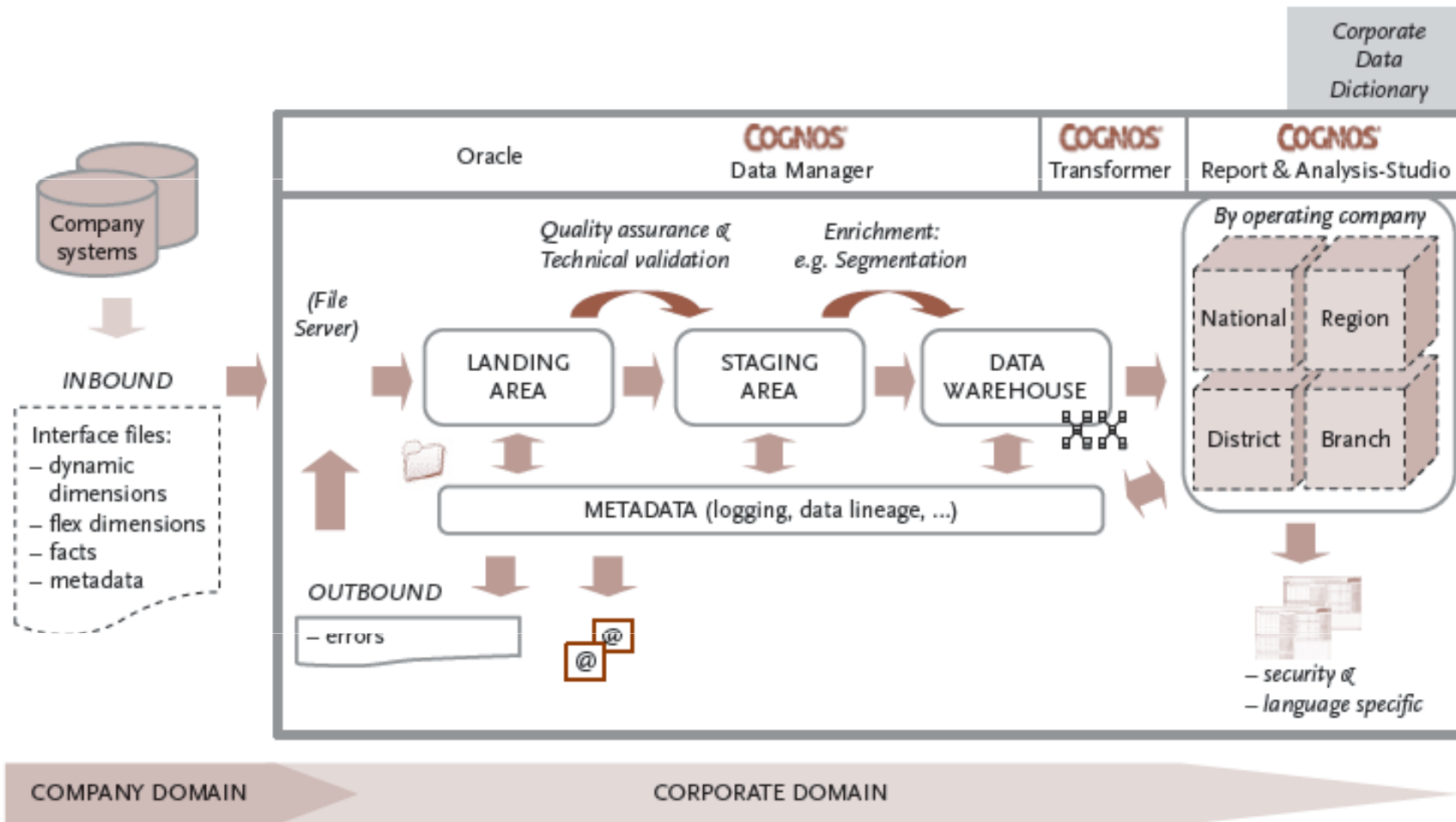Existing Customers during last 52 weeks

Inbox - Micro... | Advies_USG_... | Commercial A... | PRESENTATION | Microsoft Po... | COR017 Com...
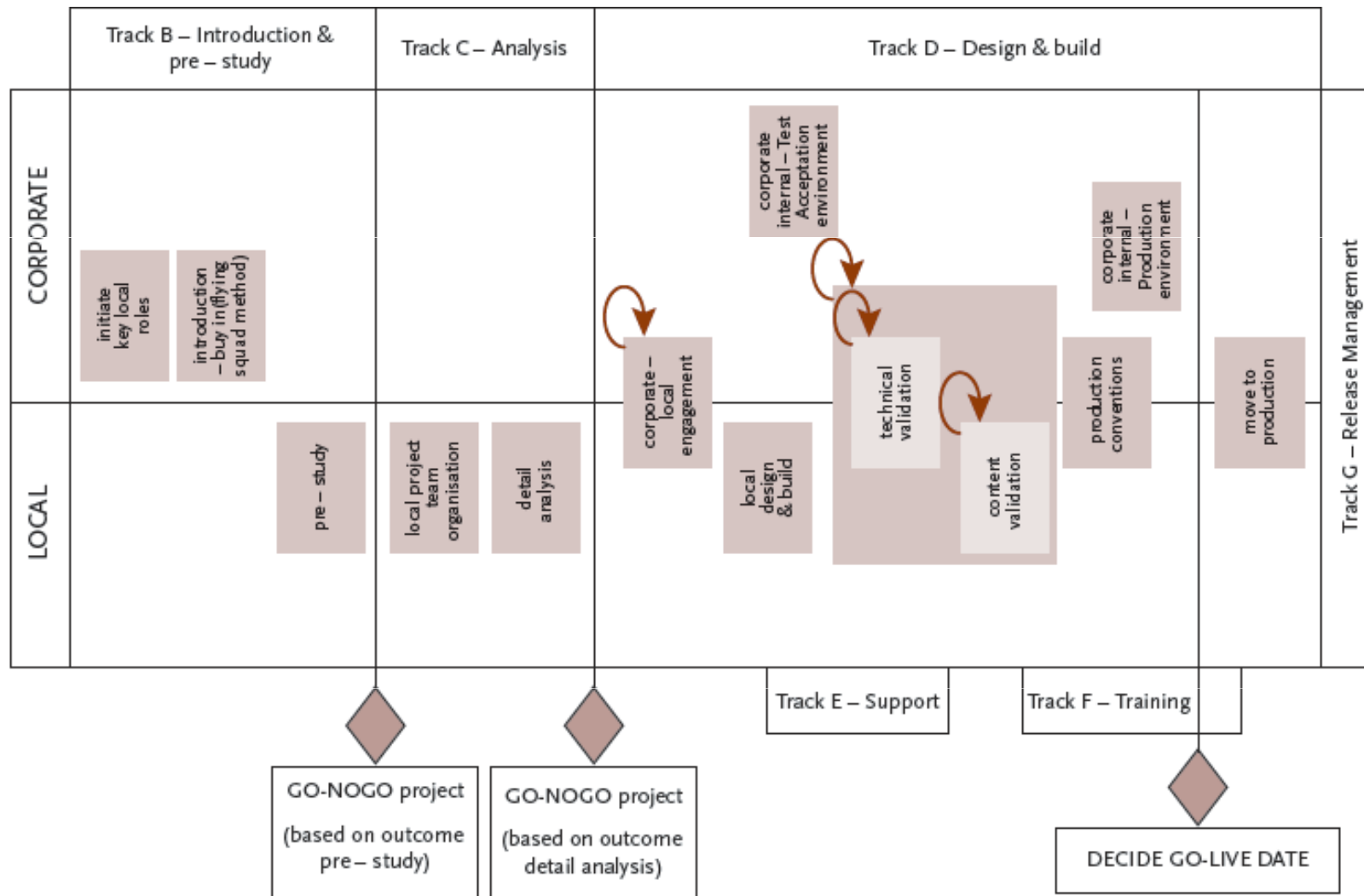
Performance Management Enablers

Performance Management Enablers

Figuur 13.7   Data warehousing-architectuur voor commercieel data warehouse (naar W. Engelen).
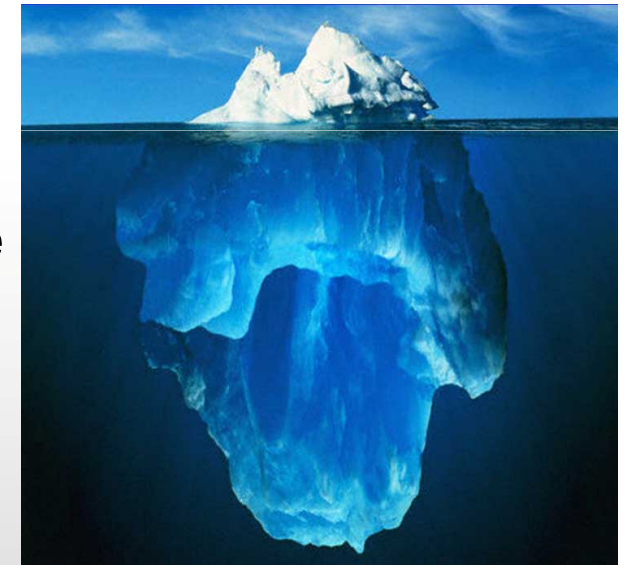
Performance Management Enablers

Figuur 13.8 *Implementation blueprint* om nieuwe werkmaatschappijen toe te voegen aan het commerciële *data warehouse* (naar W. Engelen).

Summary

Summary

🎬 All companies/organisations have a clear need for more transparancy and one unique version of the truth.

🎬 The Balanced Scorecard methodology proved very useful as tool for visualising the realisation of the strategy.

🎬 Quantitative methods allow to focus on what really matters and allow easy responsabilisation of KPI owners. Traceability of actions to undertake is very easy and allows for easy monthly overviewing and evaluation.

🎬 Navigation through the Business Intelligence Pyramid allows a translation of ideas into actions.

🎬 Hence, Performance Management helps companies in the realisation of their strategy.

🎬 Insights obtained through Analytical Intelligence are the real tip of the iceberg.

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