

Performance Management System for **Greater Nile Petroleum Operating Company (GNPOC), Sudan**

The KPI information management in GNPOC which is a major issue because of its role in strategic aspect of the organization is not automated and the existing process lacks executive level information availability. After a thorough analysis of the existing process of KPI information management, we found that there is a need of a full-fledged Performance Management System with balance scorecard facility to give a better and holistic view of the key strategic data to achieve the Mission and Vision of GNPOC.



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Business Challenge

The KPI information management in GNPOC which is a major issue because of its role in strategic aspect of the organization is not automated and the existing process lacks executive level information availability. After a thorough analysis of the existing process of KPI information management, we found that there is a need of a full-fledged Performance Management System with balance scorecard facility to give a better and holistic view of the key strategic data to achieve the Mission and Vision of GNPOC. We found that information sources scatters across the organization from where the KPI related data can be collected and reused in many cases. Though there is an ERP and Galileo extracted reports for enterprise wide executive information for decision making, no facility is there for KPI data interchange at various level. The manual process is very tedious due to the nature of complexities in KPI evaluation and the unavailability of ready to use summarized data. As a solution to the aforesaid problems we propose that the KPI information management should be carried out with balance scorecard perspective which is used in many fortune 500 companies as the framework of Performance Management System.

Objective of the proposed Performance Management System for GNPOC is diverse in nature. The objectives of PMS application are:

- To include financial and non-financial measures
- Focus management activity on key performance indicators
- Align departmental goals with corporate strategy
- Link measures throughout the organization
- Allow senior management to consider all measures together
- Reflect enterprise's commitment to customer service
- To be managed to prevent the proliferation of unneeded measures
- To be shared with as many staff as is practicable

Solution

The PMS will be an integrated application in which all the basic components of PMS will be plugged. The PMS solution will consists of the following modules

- Balance scorecard
- Transformer
- Model Designer
- Action Plan
- Reporter
- OLAP visualiser

Balance scorecard

Balanced Scorecard is the centerpiece of the Performance Management System. It is a 100% web-based application. There are no applets or plug-ins to download, making it friendly to even the strictest IT policy. Using this module, end users begin by logging on to their assigned scorecard. PMS will have powerful and flexible administrative rights to control the level of access and functionality of each individual user. If authorized, users can navigate to other scorecards within the organization, drill down through aggregated data, access reports, view OLAP cubes, review strategic initiatives, and receive alerts of pending forms, and so on. This primary module will be used to integrate and visualize the other modules for the end users. For example, it will be used to distribute Reports, Action Plans, Forms, and strategy maps created using the Model Designer. Survey results, OLAP data, and all automated data will be handled by Transformer will be also visualized through this module.

Transformer

Transformer is a user-friendly ETL (extracting, transforming, and loading) module, optimized for loading data into the Balanced Scorecard database. The solution will have automated data collection facility and can be scheduled to run at predefined times. Transformer has specialized objects that simplify data transformation and data connection. The tool will be designed for users without IT specialization.

Transformer will have an easy to use graphical user interface for defining data connection rules. Data can be easily loaded from spreadsheets, flat files, or directly from other databases. The module will contain Meta data, and it is easy to specify connections between data sources and the scorecard database. Transformer will be capable of export data from the scorecard database to a range of formats.

Model Designer

Model Designer is an integrated module for developing and visualizing strategy and work processes. The strategy process can begin with the strategy map and conclude with converting it to a scorecard and connecting data. Central to the module is the establishment of the strategy map and linking of relations between objectives.

Strategy maps consist of critical success factors (CSF) shown in a cause and effect diagram. Presenting cause and effect in this manner is a great way to visualize and communicate scorecard relationships.

Model Designer will have a range of graphical functions that is specifically designed to meet the challenges related to producing graphic models, and allows for adding pictures and graphical elements from external sources. The finished models can be used for visualizing strategy achievement.

Action Plan

Action Plan is a module for following up action plans with integrated tasks and milestones. The action plans can be linked to scorecards, perspectives, strategic objectives, or key performance indicators. Each action plan may contain a set of activities, milestones, attachments, responsibilities, progress, periodical comments, priorities, and status.

An action plan can be established on a higher organizational level and easily distributed or linked to departments. This will allow management to directly follow up action plans and activities in the departments through easily available overviews or key performance indicators.

Reporter

Reporter is an integrated module for reporting, where information from the scorecard can be merged and distributed throughout the organization. Separate reports (that may consist of text, Excel files, tables, and graphs) can be distributed to individuals and groups. Additionally, the reports may be added to scorecards, perspectives, key success factors, or performance indicators. The Reporter module will be especially useful for creating printed output for meetings or presentations, by exporting data to a PDF file.

OLAP visualiser

OLAP Visualiser will be developed to access detailed transaction data from Balanced Scorecard database. OLAP Visualiser will allow for building and drilling in OLAP cubes on the web. Transaction data can be displayed in pivot tables that are linked in KPI-pages. The module can supports tables, relational databases.

Deliverables of the proposed solution:

In the course of the project CSM Technologies will deliver the followings:

- Detailed SRS (System Requirement Study) document
- DFD (Data Flow Diagram)
- Network architecture design
- Consultation services for Business process reengineering
- Users manual and Help files
- Training

Results

Proposed PMS solution will provides a standard platform for creating an organization's strategies. It provides a consistent method of setting up strategies, assigning responsibilities, monitoring and controlling progress. It provides an efficient way to translate strategies into objectives and measures. It improves the organization's ability to implement strategies.

The application will have an easy-to-read presentation. The detailed scorecards (with KPI metrics) are accessible from one screen. It will give a real understanding of the progress towards achieving the desired strategy outcomes. It gives a very useful way to implement future strategies. The organization will respond to change quicker and more pro-actively. It will help you create a more valuable business.

The scalability features of the proposed solution can accommodate unlimited number of KPIs. Consolidation has a unique method of seamlessly reporting on the lowest level, as well as consolidating up automatically to department, sector and process. The PMS application will be used in various departments with respective access privileges which will ensure that KPIs of each department will be accessed by the respective department users who have sufficient access privileges.

It will be integrated with existing intranet portal of GNPOC in which respective KPI data will be fed from different location.

The PMS will extract KPI data from existing ERP as well as Galileo extracted reports wherever the same is available to minimize process redundancy. The PMS will consolidate all the KPI data in real time which will ensure instant availability of MIS report on demand.

Security features will be tough to ensure unauthorized access to the KPI data. Even vendors will not be able to access KPI related data.

The PMS application will be equipped with user friendly interface so that it will be easy for the users. It will also be equipped with online survey facility for exceptional data collection purpose.

The PMS will provides a simple, manageable solution to support bottom-line results tracking, Total Quality Management, proactive Decision Support, and cause-and-effect analysis.

Some of the key benefits are listed below.

- Guides through every step of the balanced scorecard
- Implementation is performed quickly and easily
- Color coded control panel
- Financial and non-financial performance indicators
- Capable of weighing strategies
- Flexible
- Process flowchart included
- Choice of presentation
- Progressive implementation
- Import or export
- Flexible and easy-to-use
- Customizable language (terminology can be changed)
- Consolidation



At CSM, we understand the critical nature of keeping the customer's organization up and running from an IT perspective. We understand the technical issues within complex systems and work to put together the best solution to support end users' needs, both today and in the future.

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